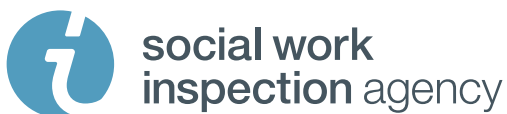


# Shared risk assessment: Assurance and improvement plan 2010–13

Perth & Kinross Council



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# 1. Introduction

## The Assurance and Improvement Plan

1. This Assurance and Improvement Plan (AIP) is the product of a collaborative approach adopted by the following scrutiny bodies operating in Perth & Kinross Council:

- Audit Scotland
- Care Commission
- HM Inspectorate of Education (HMIE)
- Scottish Housing Regulator (SHR)
- Social Work Inspection Agency (SWIA)
- Henderson Loggie, local appointed auditors

The AIP sets out the planned scrutiny activity for Perth & Kinross Council for the period April 2010 to March 2013 based on our scrutiny risk assessment of the council. The scrutiny activity is proportionate to the assessed scrutiny risks.

## Why have we prepared this AIP?

2. The overall objectives of this collaborative approach are to maximise the efficiency and effectiveness of scrutiny work and minimise the impact of scrutiny activity on the council. This will be achieved by:

- Jointly identifying and monitoring key scrutiny risks through the sharing of intelligence and information.
- Coordinating the timing and approach of our audit, inspection, regulation and improvement support activity.
- Drawing on, and taking account of each other's work to avoid duplication of effort.
- Building on each other's work to maximise its value.

3. The AIP draws on a number of sources of information, including:

- the audit of Best Value and Community Planning in Perth & Kinross Council
- the annual audit report to the Controller of Audit and elected members for 2008/09
- the council's own website, self-evaluation and supporting evidence
- customer and user satisfaction data
- reports and data from HMIE, SWIA, SHR and the Care Commission (including published inspection reports and other supporting evidence).

## What do we mean by a scrutiny risk assessment?

4. All local government scrutiny bodies have agreed the definition of shared risk assessment as:

***'A joint approach using key information about local government to plan scrutiny activity that is proportionate and based on risk'***

5. In assessing risk we consider the scale or impact/seriousness of an issue and the likelihood of its occurrence. A serious issue, well managed by the council may not represent a high risk. We also identify areas of uncertainty where insufficient evidence is available to make a judgement, where the evidence is unclear or where the impact of any action taken by a council to address an area of concern is unclear.

6. Serious concerns identified through the shared risk assessment may include areas where the available evidence indicates that:

- Performance is poor, slipping or not improving.
- Service or outcome standards are unacceptable.
- Improvement is not on track to achieve a target.
- Locally agreed priorities do not reflect evident and pressing need.
- Insufficient account is being taken of inequality.
- Insufficient account is being taken of people whose circumstances make them vulnerable or who are at risk of avoidable harm.
- There are question marks about the sustainability of current performance or the achievement of improvements.
- Processes to support continuous improvement are not well established or are ineffective.

7. We recognise that risk levels will change as significant events occur and as councils take action to address identified risks. Scrutiny bodies, through local area network contacts, will maintain awareness of activity, including unit level inspection. As new information comes to light the LAN lead, in consultation with other LAN members will update the AIP as appropriate. LAN members will draw any significant matters to the attention of the LAN lead as they arise. The LAN lead will determine what action should be taken in terms of initiating contact with other LAN members.

8. The council is expected to initiate contact with the LAN lead where significant events occur that are likely to influence scrutiny activity. Councils are encouraged to maintain contact with LAN leads to discuss any concerns arising from the AIP or any joint scrutiny activity.

## What does proportionate scrutiny mean?

9. When considering the appropriate level of scrutiny activity for each council we consider the following points to ensure that is proportionate:
  - Is scrutiny activity the best driver for improvement?
  - If so, how can we tailor that activity to the areas where it will have the most impact?
  - How can we tailor that activity in terms of its frequency, intensity and scope?
  - What is the minimum level of scrutiny required to provide assurance to the public?
  - How can we work together to minimise the impact of the scrutiny activity on the council?
10. The overall objectives of this collaborative approach are to maximise the efficiency and effectiveness of scrutiny work and minimise the impact of scrutiny activity on the council. This will be achieved by:
  - Coordinating the timing and approach of our risk assessment work.
  - Helping to identify and monitor key risks through the sharing of intelligence and information.
  - Building on each other's work to maximise its value.
  - Drawing on, and taking account of each other's work.
  - Avoiding duplication of effort.

## Baseline scrutiny activity

11. The focus of the AIP is strategic scrutiny activity, that is scrutiny activity which is focused at corporate or whole service level, but there will also be baseline scrutiny activity at unit level ongoing throughout the period of the AIP. This will include, for example, school and residential home inspections. Scrutiny bodies also reserve the right to make unannounced scrutiny visits. These will generally be made in relation to care services for vulnerable client groups. The annual audit of local government also comprises part of the baseline activity for all councils and this includes work necessary to complete the audit of housing benefit and council tax benefit arrangements. HMle, through the District Inspector, will continue to support and challenge Education Services regularly and as appropriate.

## Ongoing engagement between the LAN and the council

12. The LAN will be having ongoing engagement with the council throughout the year to ensure that it maintains an overview of performance and risks. This will enable the LAN to refine its scrutiny risk assessment when necessary and deliver proportionate and risk-based scrutiny responses.

## 2. Summary

### Overall scrutiny risk assessment

**The overall assessment of scrutiny risk for Perth & Kinross Council is low. This reflects the scope and maturity of the council's self-evaluation and performance management arrangements, its preparedness for the increasingly challenging financial context that it faces. Although there are some service areas that need to improve, the council has a track record in securing improved performance and better outcomes. As a result the level of planned scrutiny activity in years 1 and 2 is minimal, focusing on key national risk priorities (eg social care and housing) or areas where ministers are seeking assurance that the public is being well served (eg child protection, and prison-based social work).**

**We are committed to seeking to align our scrutiny activity with the council's improvement agenda. We propose in Year 3 of the Plan to undertake targeted work to assess and report on the progress that the council has made with its partners in delivering on its Strategic Transformation and Improvement Programme. This work will include an assessment of the extent to which the council has secured improved outcomes for local people and better use of public resources.**

13. The AIP gives an overview of the information that informed the risk assessment and shows how this links to the proposed scrutiny response.
14. The aim of the shared risk assessment process is to focus scrutiny activity where it is most needed and to determine the most proportionate scrutiny response over the next three years.

### Outcomes

15. The council has defined three inter-related strands within its Transformation Programme in order to achieve excellence. These are making best use of resources, delivering outcomes and focusing on citizens. The council has also clearly defined its local outcomes in the SOA and Community Plan. These outcomes and transformation objectives clearly reflect the operating context of the council and the key challenges it faces including population growth, the high rate of increase in older people (especially 80 years and over), mitigating the effects of the recession and sustaining communities.
16. The council has made good progress in defining performance measures, targets and baseline information, and so can demonstrate good progress across all its outcomes, including some areas of good practice.
17. As a result we do not intend to undertake any specific scrutiny activity in respect of the council's approach to or progress in delivering outcomes for its communities, other than the targeted assurance work around the impact of the Transformation Programme we plan in year three.

### Services

18. Across a number of services the council is making good progress in managing and improving performance. Recent SWIA ISLA work indicates the overall picture in respect of social work practice, provided in Education and Children's Services and in Housing and Community Care Services, is

strongly positive. For example, during its case file reading exercise SWIA found high levels of positive outcomes for service users and similarly high levels of partnership working between agencies.

19. However, SWIA found some aspects of risk assessment and risk management practice (i.e. around recording; undertaking assessments and developing plans) in both children and families' and adults' cases that require further examination. Additionally, there were some weaknesses in specific aspects of home care performance, which the council is aware of and is seeking to address by refocusing the service using a re-ablement model. In relation to free personal care at home, the council was performing well in comparison to other local authorities. The council had also increased the number of people receiving home care services and increased the total number of home care hours purchased or provided in 2008/09. However, the council was ranked 29<sup>th</sup> out of 31 local authorities on the total number of home care hours provided (2008/09) and 28<sup>th</sup> out of 32 local authorities on the number of people aged 65+ receiving intensive home care (10+ hours). We therefore propose that in year one of the plan, SWIA will undertake some focused follow up scrutiny work in these areas.
20. In respect of housing, performance is good in most areas e.g. rent loss and arrears management, and improving where performance is less strong. The council have reported consistent progress towards targets in relation to the Scottish Housing Quality Standard (SHQS) and the homeless service, however we do not have up to date scrutiny information. In year one SHR will undertake some work to validate the council's information in relation to homelessness outcomes to provide public assurance about performance and to improve our understanding of progress.

## Corporate assessment

21. Our assessment of the council's corporate processes is consistently positive with a number of areas of very strong performance and good practice. As a result we do not plan to undertake any scrutiny work in addition to the baseline annual external audit, which will monitor progress of the Best Value Improvement Plan. The council is undertaking a challenging Transformation Programme and we propose that Audit Scotland will collaborate with the external auditors to assess the progress and impact of this programme in year three of the plan. In particular we will examine the council's strategic use of resources, including how it has integrated the elements of financial management, asset management, procurement and workforce planning within the Transformation Programme and the strength of community engagement aligned to the difficult choices being made.

## National risk priorities

22. A number of core national risk priorities will be applied to all 32 councils. These are:
  - The protection and welfare of vulnerable people, including access to opportunities. This is broken down into:

- Children. This area is encapsulated in the council's defined outcomes and within Education & Children's Services. The council recently received a very positive child protection report. We have identified that this is a low scrutiny risk area and as a result plan no specific activity beyond routine monitoring of SOA progress.
- Adults in need of support and protection. See bullet below.
- Older people. In line with national policy, the council has plans to reduce its reliance on care homes in order to support more people within their own homes and communities. Home care services are an integral part of those plans. Although the council's home care service performance has been improving, there are aspects (noted above) that still lag behind the Scottish average and therefore present an area of planned scrutiny activity. Part of our scrutiny activity will focus on assessing the council's approach to improving home care service performance.
- Assuring public money is being used properly. This aim forms a key strand of the council's approach to excellence and as a result we identify this as an area of low scrutiny risk and propose no specific scrutiny response. Coverage of this area forms a baseline element of the annual audit activity.
- The impact of the greater financial pressure faced by councils associated the current economic climate. The council has clear plans in place to manage council funding reductions and mitigate the effects on the local economy (as described in the outcomes and corporate assessment sections), we therefore identify this as an area of low scrutiny risk and no propose no additional scrutiny work. Again, this area forms a baseline element of the annual audit activity.

## Summary of planned scrutiny activity

23. The planned activity for Perth & Kinross Council as described throughout the text is detailed in Appendix 4. In summary this includes:

### *Specific work:*

- Year 1 - SWIA focused activity around home care, and risk assessment and risk management practise.
- Year 1 - Scrutiny activity to validate the council's information in relation to homelessness outcomes.
- Year 3 – Audit Scotland and the external auditors targeted work to assess the impact of the Transformation Programme.

### *On-going work:*

- The Care Commission and HMIE will continue to undertake ongoing inspection work at establishment level.



- Care Commission and SWIA monitoring and regulatory support in respect of care services.<sup>1</sup>
- HMIE, SWIA and SHR will continue to monitor risk through the link inspector role.
- Henderson Loggie will continue to monitor finance, governance and accountability matters as part of the annual audit process.

*National work:*

- Care Commission adoption and fostering inspection August 2010.
- SHR - surveys of progress on Scottish Housing Quality Standards will be submitted in the third quarter of 2010/11.
- HMIE/SWIA – Joint Child Protection Inspection.
- HMIE - pilot 'How good are our culture and sports services?' assisted self-evaluation activity.
- SWIA - will undertake the fieldwork for the inspection of prison-based social services at HMP Perth and HMP Open Estate during the period April-May 2010.

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<sup>1</sup> These scrutiny activities become the responsibility of the Social Care and Social Work Improvement Scotland in 2011.

## 3. The council's context

24. Perth & Kinross has a rapidly growing population with a predicted increase of 26.9 per cent expected between 2008 and 2033 which is the second fastest predicted growth in Scotland. The population is also ageing. The 65+ age group is expected to increase by 73 per cent by 2033, which is significantly higher than the national figure of 64 per cent. The council is also projected to experience a 26 per cent increase in its migrant population. These changes will place increasing demands on council services.
25. The economy is dominated by small businesses especially tourism, distilling, farming and forestry. The median gross weekly earnings are just below the Scottish average. Unemployment is lower than average. The council has relatively low levels of deprivation, with pockets concentrated in some areas of North Perth and Eastern Perthshire. Life expectancy is better than the Scottish average and alcohol and drug related hospital admissions are well below the Scottish average. However, Perth and Kinross is the eighth most expensive council area in Scotland to buy a home and has one of the fastest rising house prices in the United Kingdom. This presents a challenge in providing affordable housing options.
26. These issues, challenges and pressures are properly reflected in the council's local outcomes detailed in its Single Outcome Agreement, and the objectives and priorities described in the community plan.

### Self-evaluation

27. The council has been proactive in engaging in validated self assessment (VSE) with inspectorate agencies and in driving self-evaluation throughout services based on the 'How Good is Our Council?' model. Senior managers, elected members and ECS staff demonstrated strong commitment to improvement through self-evaluation as reported in the recent VSE.
28. Its commitment to self-evaluation is also being extended to its community partnership. The council was able to easily provide us with existing information used for internal management purposes to support our assessment.
29. The council's own self assessment accords well with the LANs independent findings. As a result we can place reliance on the council's own performance information and improvement plans as part of our assessment and be assured that the council is self-sustaining in identifying and managing improvement on an ongoing basis. We have obtained assurance in the majority of areas and as a consequence plan to do less scrutiny work.

# 4. Delivering outcomes for communities

## Outcomes

**Perth & Kinross Council can demonstrate it is making good progress in delivering across all its outcomes for local communities. Those outcomes clearly relate to the council's context. There are no areas of concern and therefore we do not plan any additional scrutiny work over and above the routine monitoring undertaken as part of the annual external audit and our ongoing engagement as a network with the council about its performance.**

30. A short summary of performance against each outcome is included below. Further detail is contained within Appendix 1.

### **A safe, secure and welcoming environment**

31. The council working together with its partners, around a variety of community projects in estate management and diversion schemes etc, can demonstrate improvement in crime clear up rates, reported crime levels, incidents of vandalism, fire raising and the numbers of persistent young offenders. Cultural events and tourism levels are increasing. In addition, residents' express high satisfaction levels with the area (94 per cent) and the council itself (73 per cent). We do not consider there to be significant risk in this area and so we will not be undertaking any scrutiny activity.

### **Healthy, caring communities**

32. People in Perth & Kinross show improving life expectancy and declining levels of hospital admissions as a result of the misuse of alcohol and drugs. The council is involved in a number of successful projects aimed at reducing health inequalities. The council has received a positive inspection and follow up of its social work service and services for older people. We do not consider there to be significant risk in this area and so we will not be undertaking any scrutiny activity.

### **A prosperous, sustainable and inclusive economy**

33. The impact of the recession means all councils face financial constraints. Perth & Kinross Council faces significant budget reductions in real terms. The council has determined that it must manage a 12 per cent budget reduction. On this assumption, this means a cumulative real reduction of £35 million by 2013/14. This is in a context of at least two per cent per annum growth in demand for services.
34. The council has been proactive in mitigating the effects of the recession. Following an Economic Summit with business leaders, a Leadership Board has been established and a five year Recovery Plan developed. Growth of unemployment has been shown to have slowed and footfall in the main shopping centres has increased. The council is managing the risk associated with the financial climate well and therefore we will not be undertaking any scrutiny activity.

## **Educated, responsible and informed citizens**

35. Educational attainment and achievement is strong. Exclusions are declining. The council has a good employability strategy and 89 per cent of school leavers move on to positive destinations. The council and partners have provided a number of community campuses to support specific communities in the area. Residents in the area show above average recycling rates and there is an active charitable and voluntary sector in the area. The council is open and transparent in its decision-making and performance with a good approach to public performance reporting and a comprehensive and accessible website. We do not consider there to be significant risk in this area and so we will not be undertaking any scrutiny activity.

## **Confident, active and inclusive communities**

36. Communities in the Perth & Kinross area show decreasing levels of deprivation, unemployment, benefits reliance and increasing educational tariff scores in regeneration partnership areas. The council has good projects to support carers, children with support needs, early intervention, ethnic minority communities and physical activity within schools. The council has a strong emphasis on community engagement. We do not consider there to be significant risk in this area. We plan no specific scrutiny work but will be liaising with the council about its plans to manage engagement with local communities regarding the impact of reducing public finances and any associated service reductions.

## **Services**

**Perth & Kinross Council can demonstrate it is making good progress in managing and improving performance. Services are generally performing well and where performance is less good, this is being actively managed. There are two service areas within Housing & Community Care where we will be undertaking focused scrutiny work to improve our understanding of performance and progress.**

37. A short summary of performance against each service area is included below. Further detail is contained within Appendix 2.

## **Education & children's services**

38. Education & Children's Services performs well across the majority of service areas with high satisfaction levels recorded. As agreed as part of the recent VSE, levels of attainment in reading, writing and mathematics in the primary sector have been steadily improving in the last five years. Over the same period, attainment by the end of P7 has improved. In the last two years there has been a significant improvement in learners' levels of attainment in reading and writing by the end of S2. Absence levels are low. Library performance indicators are improving and there are a number of programmes to support literacy development. The service also demonstrates very good leadership in respect of child protection and in the delivery of education services. The executive director of education and children's services provides very clear direction with effective support and challenge of staff.

39. There remains a need to focus on raising attainment and, in particular, improve consistency of performance at all levels of SQA examinations for S4 to S6 pupils. In addition, looked-after children's attainment is mixed but improving. However, In 2007/08, the council was ranked 1st out of 30 local authorities in terms support for care leavers. One hundred per cent of care leavers were still in touch with social services (81 per cent Scottish average) and 51 per cent of these were in employment, education or training (42 per cent Scottish average).
40. The recent SWIA Initial Service Level Assessment (ISLA) findings indicate positive outcomes for children and young people. This included good assessment, care planning and review practice. There was also a strong commitment to providing community based placements for looked after children, which was complimented by a sound corporate parenting strategy. We do not consider there to be significant risk in this service and so we will not be undertaking any scrutiny activity.

## **Environment service**

41. Performance against service plan targets is good or very good and in many cases is improving. Performance is above average in respect of recycling, street cleanliness, trading standards, roads maintenance and environmental health. Resident satisfaction levels with street lighting, street sweeping/litter, parks and open spaces and waste collection are good.
42. The Scottish Household Survey indicates low resident satisfaction levels with roads and street maintenance, although the council receive few complaints about roads and Statutory Performance Indicators show the vast majority of street light and traffic repairs light were completed within the 7 day target (91.3 per cent and 87.8 per cent respectively in 2008/09). Planning Statutory Performance Indicators are below average however improvement actions have been identified and improvement can be shown. We do not consider there to be significant risk in this service and so we will not be undertaking any scrutiny activity.

## **Housing & community care**

### **Community care**

43. The recent SWIA Initial Service Level Assessment (ISLA) findings indicate positive outcomes for users of this service and their carers. This included good partnership working; good assessment care planning and review practice; good involvement of carers and service users. However, SWIA found some aspects around risk assessment and risk management practice (in both children and families' and adults' cases) that require further examination.
44. The work also found good efficiency levels in meeting assessment and processing targets and that existing solid performance was continuing to improve. Delayed discharges have reduced to zero over the last 20 months to meet the national target and there was a steady increase in the number of people accessing direct payments. Partnership working was good especially around addiction and substance misuse; criminal justice issues; health; and children and young people.

45. Improvements are apparent in the percentage of adults with a learning disability living in own tenancy; who had employment opportunities; who were in further education; and who had an independent advocate. There has been a decrease in long term stay care home residents aged 65+, an increase in the percentage of staff in older people's care homes with appropriate qualifications and improving performance in criminal justice in relation to the average hours taken to complete community service orders.
46. The demographic projections for 2031 estimate increases of 74 per cent in the number of those aged over 65 and 129 per cent in those aged over 80 years in Perth & Kinross. These increases exceed projections for Scotland as a whole. The number of people with dementia will also grow, with a projected increase of 58 per cent between 2007 and 2024. The council and its community planning partners made a commitment in their *Community Plan (2006-20)* to increase the number of older people cared for in their own home from a baseline of 41 per 1,000 population in 2006 to 53 per 1,000 population in 2020.
47. This aim increases pressure on home care services and whilst performance in this area has seen some improvement in recent years, it remains below the Scottish average in relation to percentage of people aged 65+ receiving service; receiving an intensive home care service; and overnight and weekend home care. The council has identified home care as an area for improvement.
48. Overall we assess this service as low scrutiny risk. We propose that in year one of the plan, SWIA will undertake some focused work in the area of home care and further examination of risk assessment and risk management practice.

## Housing

49. Performance is good in most areas eg rent loss and arrears management, and improving where performance is less strong. Completion of responsive repairs within target times is above 95 per cent and customer satisfaction is 96 per cent. The service has reduced the numbers of days taken to re-let properties including those categorised as 'difficult to let'. People who identify themselves as homeless are dealt with more quickly. Homeless people spend less time in council furnished accommodation in Perth & Kinross compared to national performance.
50. We have no up to date scrutiny information regarding the Scottish Housing Quality Standard (SHQS) programme, or the homelessness service which was awarded a 'D' or poor grade at its 2006 inspection. However, since 2006 the council has consistently reported progress across a range of outcomes for homeless people and is confident that it will meet the 2012 homelessness target. It is also monitoring and reporting progress towards meeting the SHQS in 2015. We assess these areas as high scrutiny risk and in year one SHR will undertake some work to validate the council's information in relation to homelessness outcomes to provide public assurance about performance and to improve our understanding of progress.

## **Corporate services**

51. The internal audit function's performance has been affected by long term staffing issues and remains weak, limiting the reliance that the external auditors are able to place on their work. However, the council is fully aware of this issue and this will be addressed as part of a full structural review of corporate services including the internal audit function. We will not be undertaking any specific scrutiny work in this area but Henderson Loggie the council's appointed auditors will be monitoring progress against the council's review of corporate services as part of the annual audit process.

## **Sports & leisure facilities**

52. Perth & Kinross council does not provide leisure services directly. These services are provided by Perth & Kinross Leisure (PKL). Residents indicate high levels of satisfaction with parks and open spaces, and attendance at pools is above average. Performance at indoor facilities substantially below national average levels, however this masks relatively good performance when compared with comparators councils of similar size, rurality and demographics. ECS has developed a strategic framework for sport and active recreation informed by the outcomes of a leisure needs analysis and recommendations of the best value review of sport and active recreation. The council is also participating in pilot work with HMIE to test out the self-evaluation framework 'How Good are our Culture and Sports Services?' As a result, no scrutiny work is planned in this area.

## **Good practice**

53. Education & children's services have a specialist child health team, which provides a range of support services to children with disabilities and their families. This team is responsible for assessing and allocating respite care and other support services to families (eg school holiday programmes). The team uses a matrix assessment system taking account of the physical, emotional, recreational needs of the child with the disability, alongside the needs of his or her parents/carers and his or her siblings. The team supported a number of families in the community. The assessment tool used and the input of the different professionals represent a good example of allocating resources through multi-disciplinary working.
54. The Perth & Kinross Council Corporate Parenting initiative is one of the first in Scotland. The scheme includes 20 children and young people supported by senior officers within the council and community planning partners. The impact of this has been to promote extra safeguards for looked after and accommodated children. The scheme is currently being extended to 40 children.
55. The council's family learning and support project in North Perth won a COSLA Gold excellence award for advancing community and citizen well being. The multi-disciplinary North Perth Community School Team works to meet the needs of vulnerable children and their families in order to raise achievement of children and adults and to promote health.

## 5. Corporate assessment

The council's corporate assessment is consistently positive with a number of areas of very strong performance and good practice. As a result we do not plan to undertake any scrutiny work in addition to the baseline annual external audit, which will monitor progress of the council's Best Value Improvement Plan. The council is undertaking a challenging Transformation Programme and we propose that Audit Scotland will collaborate with the external auditors to assess the progress and impact of this programme in year three of the AIP. This work will include consideration of how community engagement and the strategic use of resources (including financial management, workforce planning, procurement and asset management) are integrated within this programme.

56. A short summary of the corporate assessment is included below. Further detail is contained within Appendix 3.
57. Perth & Kinross Council was the subject of a Best Value and Community Planning audit, the findings of which were published in August 2008. Following this the council produced a Best Value Improvement Plan which is subject to monitoring through the baseline annual external audit. Progress has been good and as a result no further scrutiny work is required.
58. The council's Transformation Programme aims to make best use of resources, deliver outcomes and focus on citizens. This is a wide ranging and important piece of work building on the council's strong improvement culture. To provide assurance, we propose that Audit Scotland will collaborate with the external auditors to assess the progress and impact of this programme in year three of the plan. In particular we will assess the extent to which the council's strategic approach to the use of resources (including financial management, asset management, procurement and workforce planning) is integrated into this programme. We will also examine the extent to which communities have been engaged and influenced the difficult choices to be made.

### Good practice

59. Continuous improvement is embedded within service and team plans and is part of the culture of the council. Improvement is framed in terms of performance, customer focus and better use of resources. The council is self aware as a result of self-evaluation being used proactively. The improvement culture is supported by a comprehensive and clear Corporate Improvement Plan to deliver modernised (specified as efficient and customer focused) services and leadership. It is also supported by a robust performance management framework and open and transparent public performance reporting. The council has detailed performance measures to support the SOA and the measurement of outcomes. Perth & Kinross Council Performs and Perth and Kinross Performs (CPP) portals provide a coherent picture of performance through online performance scorecards and service performance results.
60. The council's vision and strategic direction, and leadership and culture are very closely linked. The local priorities are clearly articulated, communicated and promoted throughout the organisation by a cohesive Executive Officer Team (EOT). There are good working relationships between members



and officers. The EOT are active in facilitating an inclusive improvement culture amongst staff through the enthusiastic promotion of customer focus, improvement, outcomes and best use of resources. With a clear agenda for change, the council has moved from managing performance and is now managing improvement and transformation.

## Appendix 1 Outcomes assessment

Outcomes	Initial risk assessment	Evidence/rationale	What we plan to do
1 <b>Vibrant successful area</b> - tourism, culture, & image. Also <b>Corporate Plan objective 3 - A prosperous, sustainable and inclusive economy</b>	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• The council can demonstrate commitment in this area through its support of cultural events.</li> <li>• A positive trend in this area can be evidenced.</li> <li>• Range of events in the area increased including the 24 Hours Ultra Race; Highlander Challenge in 2008; Scottish 6 Days Orienteering and Intercontinental Rally Challenge in 2009.</li> <li>• Increase in the economic impact of Etape Caledonia from £191K in 2007 to £417K in 2008 with 3500 participants, 51% of which from outwith Scotland.</li> <li>• Comprehensive 5 year Economic Recovery Plan with partners and local business leaders is in place.</li> <li>• Perth and Kinross has fared better than the national average in respect of most factors and growth in unemployment has slowed.</li> <li>• Footfall in the main city centre shopping area increased between 2007/08 and 2008/09.</li> </ul>	No specific work
2 <b>Vibrant successful area</b> - transport & infrastructure	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• The standard of council and private bridges in the council area is improving.</li> <li>• The percentage of road network needing to be considered for maintenance is falling.</li> <li>• The number of repairs to street lights within the 7 day target is increasing.</li> <li>• The number of columns over 30 years old is reducing.</li> </ul>	No specific work
3 <b>Vibrant successful area</b> - sustainable natural and built environment (Also <b>Corporate Plan objective 1 - A safe, secure and welcoming environment</b> )	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• The council can demonstrate positive trend in recycling and energy and water consumption.</li> <li>• There is a strategic longer-term risk in relation to recycling which the council has demonstrated that it 'owns'.</li> </ul>	No specific work

Outcomes		Initial risk assessment	Evidence/rationale	What we plan to do
4	<b>Safe, healthy and inclusive communities</b> – reducing health inequalities (also <b>Corporate Plan objective 2 - Healthy, caring communities</b> )	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>Life expectancy, DLA levels and hospital admissions for drugs and alcohol – show positive trends.</li> <li>The council is involved in a number projects to reduce health inequalities with long term benefits.</li> <li>The Equally Well pilot to develop a targeted model of intervention supporting improved outcomes for people in a community experiencing a range of inequalities (Rattray).</li> <li>The development of an Obesity Service for children, led by NHS Tayside.</li> <li>'Bounce Back' programmes in schools to teach children and young people how to strengthen their resilience, optimism and ability to cope with the challenges and demands of life.</li> </ul>	No specific work
		<b>Area of good practice</b>	<ul style="list-style-type: none"> <li>Education &amp; children's services have a specialist child health team, which provides a range of support services to children with disabilities and their families.</li> <li>The council's family learning and support project in North Perth won a COSLA Gold excellence award for advancing community and citizen well being.</li> </ul>	
5	<b>Safe, healthy and inclusive communities</b> - community safety	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>Positive trends in clear up rates, reduction in reported crime, vandalism, fire raising and fire related fatalities.</li> <li>Persistent young offenders reduced from 31 to 19 over last 4 years.</li> <li>Road accident casualties high and increasing, a trend reflected in other geographically widespread, rural areas. However the council has a Road Safety Plan aimed at improving road safety and reducing the number of road accidents.</li> </ul>	No specific work.
6	<b>Safe, healthy and inclusive communities</b> – access to services	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>High resident satisfaction (94%) with the area and the council (73%) itself.</li> <li>Council has a customer service centre.</li> </ul>	No specific work

Outcomes	Initial risk assessment	Evidence/rationale	What we plan to do
<p>7</p> <p><b>Safe, healthy and inclusive communities</b> – regeneration. Also <b>Corporate Plan objective 2 - Healthy, caring communities</b> social inequalities and <b>objective 5 - Confident, active and inclusive communities</b> - social inclusion, equality of opportunity &amp; access</p>	<p><b>No significant concerns</b></p>	<ul style="list-style-type: none"> <li>• As agreed as part of the recent VSE, levels of attainment in reading, writing and mathematics in the primary sector have been steadily improving in the last five years.</li> <li>• Positive trend in relation to deprivation, employment, benefit levels, educational tariff scores in regeneration partnership areas, affordable housing, youth achievement awards, and LAAC (away from home) attainment in maths and English (is above average). Looked after children attainment was below average but is improving.</li> <li>• Strong projects to support carers.</li> <li>• Strong projects for children with additional support needs, early intervention for children with challenging behaviour.</li> <li>• Positive support to Polish communities and children with English as a second language.</li> <li>• Positive work around the issue of long term unemployment with the development of an Employability Strategy and the creation of a Health and Social Care Academy. In terms of the latter, 32 people have completed the course (three cohorts) and 22 have gained employment.</li> <li>• Recent success in attaining Big Lottery Funding for a Minority Ethnic Access Development project to work with Chinese, Migrant and South Asian communities.</li> </ul>	<p>No specific work</p>
	<p><b>Area of good practice</b></p>	<ul style="list-style-type: none"> <li>• Corporate parenting – good practice example.</li> </ul>	
<p>8</p> <p><b>Nurtured and supported people-</b> better educated people. Also <b>Corporate Plan objective 4 - Educated, responsible and informed citizens</b> - attainment, learning environments, LLL</p>	<p><b>No significant concerns</b></p>	<ul style="list-style-type: none"> <li>• Overall high performance and attainment.</li> <li>• An HMIE inspection in 2010 found that Perth &amp; Kinross Council's Educational Psychology Service is achieving significant benefits for pupils, their families and wider communities. The service received 'very good' assessments on 15 out 19 areas and 'good' in the remaining 4.</li> <li>• Preschool attainment and achievement strong.</li> <li>• Primary pupils perform well and exclusions decreased.</li> <li>• Generally positive secondary attainment results.</li> <li>• Over the last three years there has been a steady increase in the number of S2 pupils achieving Level E and F in reading and</li> </ul>	<p>No specific work</p>

Outcomes	Initial risk assessment	Evidence/rationale	What we plan to do
		<p>writing.</p> <ul style="list-style-type: none"> <li>• In S4 there has been an increase in the number of pupils attaining Level 3 in English and mathematics.</li> <li>• Council acting to close the gap between the lowest 20% and top 80%.</li> <li>• Good family support projects.</li> <li>• 89% of school leavers moved into positive destinations.</li> </ul>	
9	<p><b>Nurtured and supported people-health &amp; wellbeing (also Corporate Plan objective 2 - Healthy, caring communities healthy lifestyles)</b></p>	<p><b>No significant concerns</b></p> <p>(See also Health inequalities row 4 above)</p> <ul style="list-style-type: none"> <li>• Good projects in place for children – healthy eating, active lifestyles.</li> <li>• Inspection of social work services (2007) noted 15 recommendations for practice, the vast majority of which were successfully completed by the time of the follow up inspection (2008).</li> <li>• Positive inspection of services for older people.</li> </ul>	<p>No specific work</p>
10	<p><b>Nurtured and supported people-affordable housing (also Corporate Plan Objective 1 - A safe, secure and welcoming environment)</b></p>	<p><b>No significant concerns</b></p> <ul style="list-style-type: none"> <li>• The council are investing in social housing and consents for affordable housing are above average.</li> <li>• The council is improving access to affordable and high quality accommodation by developing a model for a Private Sector Lettings Agency.</li> <li>• The council has also secured funding from the Scottish Government to build 26 new houses to be completed by 2010/11.</li> </ul>	<p>Link to homelessness scrutiny work.</p>
11	<p><b>Nurtured and supported people-access to training and employment. Also Corporate Plan Objective 3 - A prosperous, sustainable and inclusive economy employability</b></p>	<p><b>No significant concerns</b></p> <ul style="list-style-type: none"> <li>• Council showing positive trend in unemployment, despite the impact of the recession on employment opportunities.</li> <li>• ECS projects with local employers and good/average levels of pupils staying into S5 and HE/training entry, and positive contribution from CLD.</li> <li>• Good employability strategy.</li> </ul>	<p>No specific work</p>

Outcomes		Initial risk assessment	Evidence/rationale	What we plan to do
12	<b>Objective 1 - A safe, secure and welcoming environment</b> - vulnerable adults and children,	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• ISLA work indicates overall picture is strongly positive but some aspects in risk assessment and risk management of adult and children and families cases that require further examination.</li> <li>• Better attainment results for children leaving care.</li> <li>• Very positive child protection report.</li> </ul>	Follow up ISLA work to check risk assessment and management issues identified are addressed
13	<b>Objective 1 - A safe, secure and welcoming environment</b>	<b>No significant concerns</b>	(See also rows 4, 5 and 6) <ul style="list-style-type: none"> <li>• Reduction in vandalism.</li> <li>• Community wardens service extended across the area (where high levels of reported anti-social behaviour) after successful pilot.</li> </ul>	No specific work
14	<b>Objective 2 - Healthy, caring communities</b> - substance misuse	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• Positive trend in hospital admissions, clear DAAT partnership strategy and good practise example of guidelines for working with children and families affected by substance misuse.</li> <li>• Positive outcomes being achieved.</li> <li>• Good policies and strategies.</li> </ul>	No specific work
15	<b>Objective 3 - A prosperous, sustainable and inclusive economy</b> - business support	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• Businesses registered in line with Scottish average.</li> <li>• The council have developed Perth 800 to support retail development.</li> <li>• Economic Summit held with business leaders leading to actions to boost the local economy and the establishment of a Leadership Board.</li> <li>• Economic Recovery Programme in place.</li> </ul>	No specific work
16	<b>Objective 4 - Educated, responsible and informed citizens</b>	<b>No significant concerns</b>	(See also Row 8) <ul style="list-style-type: none"> <li>• Website and PPR good. Schools PPR accessible.</li> <li>• Evaluation has demonstrated that the development of nurture groups in targeted schools is providing benefits to the child, their parent and the wider school.</li> </ul>	No specific work

Outcomes		Initial risk assessment	Evidence/rationale	What we plan to do
			<ul style="list-style-type: none"> <li>• Higher than average level of recycling activity in the area.</li> <li>• Active and extensive charitable and voluntary sector.</li> <li>• New community campuses opened to focus support in specific communities</li> <li>• Progress in local development of Curriculum for Excellence.</li> </ul>	
17	<b>Objective 5 - Confident, active and inclusive communities</b> - community engagement	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• Good approach to community engagement. Currently rolling out a pilot (Scottish Community Development Centre's VOICE toolkit) to monitor how the council engages with communities. Council has best practice status in the VOICE toolkit.</li> <li>• Council has plans in place to be more systematic in its engagement activity.</li> <li>• Clear awareness by EOT of importance of community engagement as part of the councils transformation programme.</li> <li>• CLD inspection found community engagement to be a key priority and improving picture.</li> <li>• Strong Youth Council</li> <li>• Communities actively involved in service redesign of Learning Disabilities service and drugs service.</li> <li>• Almost all schools have pupil councils.</li> </ul>	No specific work

## Appendix 2 service assessment

Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
<b>Service performance</b>			
<b>Education &amp; children's services</b>	<b>No significant concerns</b>	<p>See also row 8.</p> <ul style="list-style-type: none"> <li>• Education service performs well across majority of services with high satisfaction levels.</li> <li>• Education and children's services have made good progress in improving performance across a range of measures, there remains a need to ensure that learners' performance in SQA examinations across S4 to S6 is more consistent at all levels and this is recognized in service plans.</li> <li>• Levels of attainment in Reading, Writing and Mathematics in primary have been steadily improving in the last five years.</li> <li>• Over the last five years, attainment by the end of P7 has improved.</li> <li>• 2007/08 and 2008/09, there has been a significant improvement in learners' levels of attainment in Reading and Writing by the end of S2.</li> <li>• Low levels of absence.</li> <li>• Very good leadership of the service – clear direction and good support and challenge of staff.</li> <li>• ISLA findings indicate positive outcomes for children and young people.</li> <li>• Some areas of existing solid performance noted in previous inspection also improving. Good care planning and review practice.</li> <li>• Strong commitment to providing community based placements for looked after children. This is complimented by a sound corporate parenting strategy.</li> <li>• An increase in the placement activity for young people who need foster care or adoption.</li> <li>• Educational attainment for care leavers generally now in line with Scottish average. Trend rose from low point in 2003. Attainment of Maths and English qualifications for care leavers at home in 2006/07 significantly below Scottish average.</li> <li>• In 2006/07 and 2007/08, 100% of staff in residential childcare were qualified.</li> <li>• Improving trend in terms of reports submitted on time to the Children's Reporter.</li> <li>• In 2007/08, the council was ranked 1st out of 30 local authorities in terms</li> </ul>	<p>(See row 12 above - Assessment of risk assessment and management plans)</p>



Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
		<p>of both the percentage of care leavers with a pathway plan and pathway coordinator. Also in 2007/08, 100% of care leavers were still in touch with social services (81% Scottish average) and 51% of these were in employment, education or training (42% Scottish average).</p> <ul style="list-style-type: none"> <li>• Performance in relation to total number of overnight respite hours and daytime respite hours for children below Scottish average.</li> <li>• Attainment of the 10% reduction in qualifying persistent offenders from the 2003/04 baseline.</li> <li>• Library performance improving after a dip 2007/08.</li> <li>• The Libraries Service has developed a range of innovative programmes supporting literacy development.</li> <li>• The partnership with the Scottish Prison Service has resulted in the appointment of a dedicated member of the library staff funded by the Scottish Prison Service.</li> <li>• The Libraries service is developing a range of health and wellbeing services in partnership with NHS Tayside, including Cognitive Behavioural Therapy Online and Books on Prescription.</li> </ul>	
<b>Environment service</b>	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• Performance against service plan targets is good or very good and in many cases is improving.</li> <li>• Low satisfaction levels with roads, street maintenance and planning from SHS, but low levels of complaints. Traffic light repairs within 7 days 94.3% (2009/10). A number of areas for improvement have been identified across the Service and progress has been made in delivering these.</li> <li>• Good satisfaction levels with street lighting, street sweeping/litter, parks and open spaces and waste collection.</li> <li>• Above average performance in recycling, street cleanliness, trading standards, roads maintenance and environmental health.</li> <li>• Planning service performance historically low but, following the development of a Kaizen action plan and IT and staffing solutions, it is now an improving trend.</li> <li>• Detailed waste management plan currently out to public consultation.</li> </ul>	No scrutiny work

Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
<b>Housing &amp; community care – Community care</b>	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• ISLA findings indicate positive outcomes for service users and carers.</li> <li>• Some areas of existing solid performance noted in previous inspection also improving.</li> <li>• Good care plans and good involvement of carers and service users.</li> <li>• Steady increase in the number of people accessing direct payments.</li> <li>• Good joint working Housing, Community Care and NHS.</li> <li>• Partnership working good especially around addiction and substance misuse; criminal justice issues; health; and children and young people.</li> <li>• Registered services compare well with others.</li> <li>• Process efficiency (time taken to meet assessment and processing targets) good.</li> <li>• The percentage of adults with a learning disability living in own tenancy;, who have employment opportunities; who are in further education; and who had an independent advocate has steadily risen since 2003 (2007 figures are all higher than Scottish average, with the exception of the one relating to own tenancy. P&amp;K figure is equal to Scottish average).</li> <li>• Percentage of long term stay care home residents aged 65+ has decreased steadily from 2003. In 2007/08, the percentage figure was slightly above the Scottish average (37.9 per 1,000 pop aged 65+ compared to 36.7).</li> <li>• Increasing percentage of staff in older people's care homes with appropriate qualifications (70.5% in 2008/09).</li> <li>• Improving performance in criminal justice in relation to average hours taken to complete community service orders, though slight dip in percentages of Social Enquiry Reports completed on time and new probationers seen within one week (2007/08 to 2008/09).</li> <li>• 100% of all cases dealt with through the Multi Agency Public Protection (MAPPA) process are informed by a risk management plan.</li> <li>• 90% of people received a service within 28 days of the start of their assessment, of which 64% received their first service within 14 days of the start of the assessment.</li> <li>• Reduced delayed discharges to zero over the last 20 months to meet the national targets.</li> <li>• Service is currently one of two national pilots in Housing &amp; Community Care on the Integrated Resource Management (IRM) framework to inform service redesign in 2010.</li> </ul>	<p>Care Commission monitoring/assessment and regulatory support. Will be part of next ISLA</p>

Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
	<p><b>Area of concern</b></p>	<p>(See also row 12)</p> <ul style="list-style-type: none"> <li>• ISLA work indicates overall picture is strongly positive but some aspects of risk assessment and risk management practice around adult and children and families require further examination.</li> <li>• Strong performance in free personal care at home.</li> <li>• Increasing number of (1) people receiving home care services and (2) home care hours purchased or provided in 2008/09.</li> <li>• Overnight and weekend home care services performance is above Scottish average. However, the council was ranked 29th out of 31 local authorities on the total number of home care hours provided (2008/09) and 28th out of 32 local authorities on the number of people aged 65+ receiving intensive home care (10+ hours). The council is aware and seeking to address through by re-focusing the service.</li> <li>• The council has identified home care as an area for improvement.</li> </ul>	<p>(See also row 12)</p> <p>Follow up ISLA work to check risk assessment and management issues identified are addressed and to assess the council's approach to improving home care service performance</p>
<p><b>Housing &amp; community care - Housing</b></p>	<p><b>No significant concerns</b></p>	<ul style="list-style-type: none"> <li>• Performance good in most areas and improving where issues arise.</li> <li>• Completion of responsive repairs in time are exceeding their targets of 95% and customer satisfaction is 96%.</li> <li>• People who identify themselves as homeless are dealt with more quickly. 73% (Oct 09) of people received a decision within 28 days, compared to 48% in April 09.</li> <li>• Homeless people spend less time in council furnished accommodation in Perth &amp; Kinross compared to national performance, 129 days in 2008/09, compared with the Scottish average of 151 days.</li> <li>• Reduced the numbers of days taken to re-let properties not categorised as 'difficult to let' from 50 days (April 09 ) to 40 days (Oct 09).</li> <li>• 'Difficult to let' properties average time taken to let at 53 days (Oct 09) as opposed to 126 days (April 09).</li> <li>• Housing management good including rent loss, arrears management and urgent repairs.</li> <li>• Good level of commitment to tenant participation in 2006.</li> <li>• High supervision and management costs as compared to other Scottish councils (Local Authority Housing Income &amp; Expenditure 1997/98 to 2009/2010).</li> </ul>	

Outcomes	Initial Risk Assessment	Evidence/Rationale	What we plan to do
	Area of uncertainty	<ul style="list-style-type: none"> <li>The council have reported consistent progress towards targets in relation to the Scottish Housing Quality Standard (SHQS) and the homeless service, however we do not have up to date scrutiny information.</li> </ul>	<p>Focused scrutiny work around homeless services.</p>
Corporate services	No significant concerns	<ul style="list-style-type: none"> <li>Single status implemented in 2007.</li> <li>Proactive sickness management resulted in reduction in absence rates.</li> <li>Workforce planning in place and forms a key plank in the council's transformation programme and cost reduction approach.</li> <li>Internal audit performance affected by long term staffing issues, however, corporate services currently subject to a structural review.</li> </ul>	<p>No specific work</p> <p>Ongoing annual audit covers internal audit function</p>
Sports & leisure facilities	No significant concerns	<ul style="list-style-type: none"> <li>Performance at indoor facilities substantially below national average levels, however this masks relatively good performance when compared with comparators councils of similar size, rurality and demographics.</li> <li>ECS is developing a strategic framework for sport and active recreation informed by the outcomes of a leisure needs analysis and recommendations of the Best Value Review of sport and active recreation.</li> <li>High levels of satisfaction with parks and open spaces.</li> <li>Attendance at pools above average.</li> </ul>	<p>No scrutiny work</p>

## Appendix 3 corporate assessment

Corporate assessment			
Criteria	Initial risk assessment	Evidence/rationale	What we plan to do
<b>Vision and strategic direction</b>			
Vision and strategic direction	Area of good practice	<ul style="list-style-type: none"> <li>• Clear vision and direction, aligned with local context and SOA.</li> </ul>	No scrutiny work
Leadership and culture	Area of good practice	<ul style="list-style-type: none"> <li>• Strong leadership and culture of improvement and customer focus.</li> <li>• Good working relationship between members and officers.</li> <li>• Clear improvement/change agenda and good self-evaluation.</li> </ul>	No scrutiny work
Planning and resource alignment	No significant concerns	<ul style="list-style-type: none"> <li>• Effective strategic planning processes.</li> <li>• Medium term planning aligns budgets and corporate objectives.</li> <li>• Strategic planning framework has been reviewed and amended to fully reflect the SOA.</li> </ul>	No scrutiny work
<b>Partnership working and community leadership</b>			
Partnership working and community leadership	No significant concerns	<ul style="list-style-type: none"> <li>• Council and partners work well together.</li> <li>• There is active engagement with the voluntary sector.</li> <li>• There is active engagement with the private/business sector.</li> <li>• Leadership of partnership working is strong.</li> <li>• Good partnership working between services – education and social work. Examples include partnerships around child protection, social work and community safety.</li> <li>• ISLA work indicates the council has developed clearer shared performance measures with NHS.</li> <li>• Criminal justice Multi Agency Public Protection Arrangements good.</li> <li>• Some partnership groups have undertaken self-evaluation but now the Partnership is developing a self-evaluation tool (Young People's Strategic Partnership and the Youth Justice Partnership) based on How Good is Our Council?</li> <li>• Partnership groups currently undertaking risk workshops.</li> </ul>	No scrutiny work

<b>Corporate assessment</b>			
<b>Criteria</b>	<b>Initial risk assessment</b>	<b>Evidence/rationale</b>	<b>What we plan to do</b>
Community engagement	<b>No significant concerns</b>	See also row 17 above <ul style="list-style-type: none"> <li>• Council has clear commitment to engaging communities and service users.</li> <li>• Enhancing approach through implementation of the BV improvement plan.</li> </ul>	No specific scrutiny work proposed, however we will assess how communities have been engaged with/influenced the council's decisions around its Transformation Programme.
<b>Governance and accountability</b>			
Governance and accountability	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• Political and executive structures clearly align with the delivery of its corporate priorities.</li> <li>• Accountabilities clear.</li> </ul>	No scrutiny work
Public performance reporting	<b>Area of good practice</b>	See also row 16 <ul style="list-style-type: none"> <li>• The council's approach to PPR is accessible, clear and balanced.</li> <li>• Council reports open and transparent.</li> <li>• Website good practice example.</li> </ul>	No scrutiny work
Customer focus and responsiveness	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• The council demonstrates commitment to customer service and has implemented and has plans to implement processes and systems to improve this.</li> <li>• Customer focus work encapsulated in corporate improvement plan.</li> <li>• A review of current activity within services underway.</li> <li>• Progress in respect of rural service arrangements review, CRM implementation, and corporate view of satisfaction.</li> </ul>	No scrutiny work
Improvement	<b>Area of good practice</b>	<ul style="list-style-type: none"> <li>• Continuous improvement activity is embedded within service and team plans and is part of the culture of the council.</li> <li>• Comprehensive and clear Corporate Improvement Plan to deliver modernised (efficient and customer focused) services and leadership.</li> <li>• Good self-awareness.</li> <li>• Self-evaluation embedded throughout the council (using How Good</li> </ul>	

<b>Corporate assessment</b>			
<b>Criteria</b>	<b>Initial risk assessment</b>	<b>Evidence/rationale</b>	<b>What we plan to do</b>
		is Our Council). Confirmed through recent HMIE VASE and SWIA ISLA work.	
Performance management	<b>Area of good practice</b>	<ul style="list-style-type: none"> <li>• There are robust performance management arrangements based on measuring progress against agreed outcomes.</li> <li>• Council able to 'drill down' behind headline information.</li> <li>• Clear information held within social work.</li> <li>• Measuring outcomes and refining approach</li> </ul>	
Efficiency	<b>No significant concerns</b>	<b>National risk priority area</b> <ul style="list-style-type: none"> <li>• The council has made progress in delivering efficiencies and has plans in place.</li> <li>• The council has a business transformation strategy in place focused on modernization and cost reduction.</li> <li>• Scenario planning has been used to focus budget planning to manage tighter financial constraints.</li> </ul>	No scrutiny work
Competitiveness	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• Council improving through the BV improvement plan.</li> </ul>	BVIP monitored annually through annual audit
Risk management	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• The council has a sound approach to risk management.</li> </ul>	No scrutiny work
<b>Use of resources</b>			
Financial management	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• The council has strong financial management.</li> <li>• Scenario planning has been used to focus budget planning to manage tighter financial constraints.</li> </ul>	No scrutiny work
Asset management	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• The council is improving its asset management.</li> <li>• A corporate asset management plan was approved in June 2009.</li> <li>• The council has an asset management member officer group.</li> <li>• However, more detailed work is required at a service level.</li> </ul>	No specific scrutiny work is proposed, however, as part of our work around the Transformation Programme we will assess the extent to which asset management

<b>Corporate assessment</b>			
<b>Criteria</b>	<b>Initial risk assessment</b>	<b>Evidence/rationale</b>	<b>What we plan to do</b>
			forms a strategic element of the council's approach. In particular, this will include how the council is working with neighbouring authorities.
Managing people	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• Single status implemented, staff appraisal in place, corporate work force plan in place.</li> <li>• Turnover low at 7%. One of lowest ratios of employees to resident population at 1:23. The council's average days lost is 9.9 per employee.</li> <li>• Staff being engaged in transformation programme.</li> <li>• Engaging staff in meeting savings high on senior management agenda.</li> <li>• Recognition of the excellent practice demonstrated throughout the council is celebrated annually through a range of award ceremonies.</li> <li>• The council has a workforce plan in place.</li> </ul>	No specific scrutiny work is proposed, however, as part of our work around the Transformation Programme we will assess the extent to which the council's strategic approach to workforce planning is an integrated element of the Transformation Programme.
Procurement	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• The council has increased momentum in implementing its procurement strategy and efficiency targets have been exceeded.</li> <li>• The councils committed to working with neighbouring authorities - it is part of the Tayside Procurement Consortium with Dundee City and Angus Councils.</li> <li>• The council has a head of procurement and central procurement team.</li> <li>• The council is a member of Scotland Excel.</li> <li>• In 2008/09 the council had 24 collaborative contracts.</li> <li>• Procurement efficiencies of £0.869m compared to a target of £0.205m.</li> <li>• The council is implementing an e-procurement system across the council.</li> </ul>	No specific scrutiny work is proposed, however, as part of our work around the Transformation Programme we will assess the extent to which the council's approach to procurement is an integrated element of the Transformation Programme.
ICT	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• ICT strategy in place and being implemented. Some projects already complete eg new integrated payroll system.</li> </ul>	No scrutiny work



<b>Corporate assessment</b>			
<b>Criteria</b>	<b>Initial risk assessment</b>	<b>Evidence/rationale</b>	<b>What we plan to do</b>
<b>Equalities</b>			
Equalities	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• Good corporate leadership and processes and plans in place in services.</li> <li>• SWS removing barriers in terms of age, gender and ethnicity.</li> <li>• Work underway around migrant workers, the Chinese and Polish communities and travelling people.</li> <li>• Proactive approach with a number of projects - training for all Customer Service staff on deaf awareness, mental health and the Language Line.</li> <li>• Development of the Men and Children Matter project to address inequalities relating to barriers for fathers becoming involved with their children's learning.</li> <li>• Consumer rights presentations by Trading Standards to groups of vulnerable people more susceptible to 'scams'.</li> <li>• Work with the voluntary sector to develop and secure Big Lottery Funding for the Minority Ethnic Access Development (MEAD) project.</li> </ul>	No scrutiny work
<b>Sustainability</b>			
Sustainability	<b>No significant concerns</b>	<ul style="list-style-type: none"> <li>• Good progress on <u>environmental sustainability</u> (Outcomes table row 3).</li> <li>• Significant progress in waste management.</li> <li>• SEA toolkit good practice.</li> <li>• Good progress with <u>social sustainability</u> (outcomes table rows 4, 5, 6, 7, 8, 9, 11, 12, 14, 16 and 17). Affordable housing levels addressed in row 10.</li> <li>• <u>Economic sustainability</u> – good progress in educated workforce and access to training and employment. (Outcomes table rows 8, 11 and 15).</li> </ul>	No scrutiny work

## Appendix 4: Outline summary of scrutiny activity

The AIP is a three year rolling programme.

2010-11 (Year 1)												
Scrutiny activity	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
SWIA – ISLA follow up activity around home care, risk assessment and risk management												
SHR – scrutiny activity in relation to homelessness outcomes.		Data return	On site									
<b>Care Commission adoption and fostering inspection</b>												
SWIA – Prison based social work Inspection fieldwork	HMP Perth	Open Estate										
Best Value Improvement Plan: subject to baseline annual external audit (Henderson Loggie)	Regular monitoring throughout the year											

<b>2011-12 (Year 2)</b>	
<b>Issues for scrutiny /improvement</b>	<b>Scrutiny bodies /council potential involvement</b>
Shared Risk Assessment/revised Assurance and Improvement Plan	Local Area Network (LAN)
Child Protection 2 inspection	HMIE
Best Value Improvement Plan: subject to annual external audit	Regular monitoring throughout year - Henderson Loggie

<b>2012-13 (Year 3)</b>	
<b>Issues for scrutiny /improvement</b>	<b>Scrutiny bodies /council potential involvement</b>
Shared Risk Assessment / revised Assurance and Improvement Plan	Local Area Network (LAN)
Targeted work in relation to the council's Transformation Programme focusing on improvements in VFM and outcomes	Audit Scotland/Henderson Loggie/Council – review of self-evaluation work, improvement plans and progress reports
Best Value Improvement Plan: subject to annual external audit	Regular monitoring throughout year - Henderson Loggie