



# Corporate Plan

2018-2022

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# Introduction

## Welcome

Welcome to Perth and Kinross Council's Corporate Plan 2018-2022. This Plan sets out the Council's vision for the area, and the type of organisation we need to be to fulfil that vision. Since we published our last Corporate Plan in 2013 the landscape for local public services has transformed radically, and we continue to work within a climate of global economic uncertainty. Economic constraints means public finances continue to be tight and long term financial trends are hard to predict. We also face rising demand from an increasing population, with a higher proportion of elderly residents.

In the last five years the pace and scale of public service reform has accelerated rapidly, with new legislation driving integration of local services in health, social care and community justice. Education reform is underway with the dual aims of better collaboration at regional level, alongside devolved decision making to schools and Head Teachers, who can determine priorities at the most local level.

What binds all this legislative reform is the principle of community empowerment, embodied in the [Community Empowerment \(Scotland\) Act 2015](#). This is changing the relationship between public service organisations and the people we serve. Active participation by communities in designing, delivering and improving the impact of services is already underway and we will put more resources, responsibility, accountability and decision making under the control of communities, through initiatives like participatory budgeting.

Perth and Kinross is at the heart of Scotland's history and we have significant economic, environmental and social assets. We have a widely dispersed population of 150,000 people. But we also face major challenges. Dependency on tourism, agriculture and hospitality means low wages - our levels are 9% below the Scottish average. We are aware of significant in-work poverty and rural poverty across the area. Social isolation in rural areas means transport and digital connectivity are vital.

The 2017 [Fairness Commission](#) report is our compass for tackling inequality, with a set of key recommendations from the independent Commissioners. We will

prioritise preventive approaches and early intervention to give equality of services and opportunity for all.

With a focus on improvement, we are committed to listening to communities, understanding what is important, mobilising our strengths and working together to deliver what matters. Together, we will help people achieve the needs of our communities and support the most vulnerable in our society.

In an increasingly complex delivery landscape the Council is moving from a position of control, to a greater reliance on influencing and joint working, to achieve our ambitions for the area. Services may be directly delivered, commissioned or provided by local communities and social enterprises. We will demonstrate flexibility and strong leadership to respond with confidence to this changing approach, to ensure much needed public services continue to be delivered effectively.

Working with our partners and our communities, we jointly produced a [Community Plan](#) in 2017 which sets our course for working together. The Corporate Plan demonstrates the Council's intent for delivering on our part of the Community Plan, and reflects the priorities of the Council's political Administration.

In these changing times, we will be even more reliant on the talent and dedication of our people, to show their commitment, flexibility and adaptability to managing in complex circumstances, and making a positive difference to those who use and need our services.



Bernadette Malone  
Chief Executive

# Introduction

## Purpose of our Plan

We share the Vision of the Community Planning Partnership for our area:

*Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here.*

This Plan aims to translate our vision into an agenda to deliver positive outcomes for our citizens and communities, and achieve a sustainable balanced budget.

We have five strategic objectives which support the delivery of our vision:

### Giving every child the best start in life

Developing educated, responsible and informed citizens

Promoting a prosperous, inclusive and sustainable economy

Supporting people to lead independent, healthy and active lives

Creating a safe and sustainable place for future generations

The following section of the Plan (pages 5 to 10) highlights our priority commitments for each of these strategic objectives.

The subsequent section (pages 11 to 16) sets out how we will reshape and redesign the way we deliver services, how we will work with our partners and communities, and how we will respond to the changing environment in which we operate. The Corporate Plan does not stand alone. Rather, it forms part of a robust strategic framework that connects the vision of the Council and its partners to the detailed plans that guide the delivery of our services.

This framework ensures that all [Council plans and strategies](#) are driven by and focused towards the delivery of a single shared vision for the area and our services connecting everything we do by a “golden thread” leading from the Community Plan, to individual Services’ Business Management and Improvement Plans, through to day to day service delivery by our people.



**Strategic Planning Framework**

# Giving every child the best start in life

Children and young people aged fourteen and under account for 15% of our population. Our ambition is that *'children and young people have the best start in life and Perth and Kinross is the best place in Scotland to grow up'*. At the core of this ambition is the [Tayside Plan for Children, Young People and Families 2017-20](#). Along with our [Community Planning Partners](#), the challenges we face in Perth and Kinross are to: tackle inequalities and work to eradicate the consequences of poverty; strengthen families and build resilient communities; making sure early interventions have the biggest impact; and meet the needs of our most vulnerable children, young people and families through early identification and ensuring personalised support is available.

In recent years the number of child concern reports has been increasing which reflects the work the [Child Protection Committee](#) has been undertaking to ensure that everyone is aware that keeping children safe is everyone's responsibility. After housing costs, estimates of children in poverty vary across the area, from one in four in Perth City to one in eight across more rural areas. The majority of pupils in P1, P4 and P7 in 2016/17, made good progress in reading, writing, maths, listening and talking. However, the poverty related attainment gap widens as children progress through school. The number of looked after children has grown steadily over the last six years. Our commitment to ensuring our children and young people who are looked after or are care-experienced have the same outcomes as those who are not, is set out within the [Corporate Parenting Plan 2017-2020](#). The four priority themes and associated commitments below have been developed in collaboration, with our Community Planning Partners and are the basis of the [Tayside Plan](#).

## **Our children will be cared for and supported to learn in nurturing environments**

- There will be an expansion of Early Learning and Childcare to deliver 1,140 hours of childcare per annum to preschool children;
- By 2020/2021, at least 85% of children within each SIMD quintile will be successfully achieving early level literacy, numeracy and progressing in health and wellbeing; and

- We will continue to be proactive in approaches to the recruitment and retention of teaching staff.

## **Our children and young people are physically, mentally and emotionally healthy**

- We will fully implement the Tayside Mental Health Strategy for Children and Young People;
- We will increase the number of distinct participants involved in physical activity and competitive sports;
- There will be an increase in the number of young people being supported to develop their resilience and coping skills;
- More young people, parents/carers and practitioners will be empowered to support other young people to have positive wellbeing, and managing minor mental health issues; and
- We will improve information, services and targeted support for children and families through our [Parenting Strategy](#).

## **Our children and young people who experience inequalities and disadvantage will achieve comparable health, wellbeing and educational outcomes**

- There will be an increased number of care leavers aged 16-18 achieving equal outcomes to their peers, in educational attainment;
- There will be a reduced percentage of young carers being assessed at the highest level of support need; and
- We will reduce the number of young people requiring residential care.

## **Our children and young people will be safe and protected from harm at home, school and in the community**

- A lower percentage of children and young people will be re-registered on the Child Protection Register by 2020/21; and
- We will enhance our support through our GIRFEC pre-birth approach for vulnerable pregnant women.



# Developing educated, responsible and informed citizens

The [Tayside Plan for Children, Young People and Families 2017-20](#), will help us support every child in Tayside to fulfil their potential. The [2018 National Improvement Framework for Scottish Education](#) is a driver for our work and focuses on raising attainment and addressing inequalities. The [Raising Attainment Strategy 2016-2019](#) sets out how we will achieve this and will also address the recommendations of the [Fairer Futures](#) report, including equal access to participation in a range of activities, including sport and culture. The [Career Education Scotland Standard 3-18](#) sets out a range of entitlements, designed to better prepare young people for the world of work. [Developing Scotland's Young Workforce](#) initiative sets out to reduce youth unemployment and provide learning which is directly relevant to getting a job. This benefits individuals and improves the economy through increased youth employment.

Attainment in our schools continues to build on high levels of performance. At Early to Third Phases of [Curriculum for Excellence](#) there are long term improvements in pupils making very good progress across the key areas of reading, writing, mathematics and numeracy and listening/talking. School attainment amongst looked after young people is lower than the wider pupil population, and there are a higher number of pupils identified as having additional support needs compared to the Scottish average. The numbers of 16-19 year olds in employment, education or training was 93.1% in 2017, which is higher than the Scottish average. People living in Perth and Kinross, on average, hold more qualifications than in Scotland as a whole. With our Partners, we need to further support people into work and ensure that learning for adults provides opportunities to help close the digital divide, and enhance confidence and skills for work and life. Across our area, we have growing levels of participation in local democracy including 7,000 people involved in [Participatory Budgeting](#) in 2017.

## Provide high quality learning opportunities for all

- The gaps between the most and least deprived will reduce through a range of interventions including targeted use of Pupil Equity Funding to help deliver better outcomes;
- We will continue to improve attainment and attendance, and reduce exclusions;

- A virtual learning campus will be developed to support curricular choice;
- By 2018/19 we will have published our new Gaelic Language Plan with a target to increase the number of children and young people accessing Gaelic Medium Education by 15% by 2021/22;
- We will sustain and strengthen the partnership with schools and Skills Development Scotland to embed the Career Education Standard in the curriculum;
- We will create a Health and Wellbeing Strategy, contributed to by children, young people and families, leading to improved health and wellbeing;
- Inclusion Services will be reviewed to provide a more effective and efficient delivery model for all children and young people;
- The [Strengthening Families Programme](#) will be embedded in localities with an increase in the number of groups; and
- By 2020/21 at least 96% of young people will progress to a positive destination.

## Support our citizens to find and sustain employment

- We will continue to deliver a range of accredited achievement awards to young people with a focus on those experiencing inequalities;
- We will work with employers to offer more work based activities, mentoring and work based learning to young people experiencing barriers to employment, or at risk of a negative destination; and
- We will re-design services at a local level, supporting more people into employment, education or training, particularly those adults experiencing significant inequalities.

## Enable communities to participate

- We will increase community engagement, capacity and empowerment through devolving more decisions and powers to the control of communities;
- There will be greater amounts of funding delivered through Participatory Budgeting, where local people choose how resources are spent; and
- We will strengthen our work with communities to increase the number of community groups owning or leasing physical assets currently owned by public services.

# Promoting a prosperous, inclusive and sustainable economy

We have developed, with our neighbouring councils, a comprehensive Tay Cities Regional Economic Strategy to address inequalities and deliver a more prosperous and fairer future for all. The Tay Cities Deal could see investment up to £1.83bn over the next ten years. Our Local Development Plan recognises that our area is an attractive place to live and identifies developments to make it a great place to do business. With our partners and the private sector, we are investing in infrastructure, digital, business and skills, cultural and sporting events and festivals to build a vibrant economy. We have made a capital investment of £0.5 billion in infrastructure, to attract new business and employment and make Perth one of Europe's great small cities.

We have a low unemployment rate (1.3%) and a high self-employment rate (46%). Earnings however are around 9% less than the average, with almost 25% paid less than the voluntary higher Living Wage. One in nine working age households rely on some form of benefit and 14% are among the most socially and financially challenged. Residential property prices are above the Scottish average. We are home to some major employers including SSE, Stagecoach, Aviva and Highland Spring. Food and drink is a major employer making up 4.8% of the area's income. Tourism is also a major employer and visitor numbers have been increasing by 4% year on year. We need to enhance the resilience of the rural economy through enterprise growth support and develop innovative approaches through links with organisations and local universities. Superfast digital connectivity needs to be extended across our whole area.

## Support businesses to grow and attract investment and higher value jobs

- We will continue to encourage and promote international, national and local events, maximising our outstanding natural assets, including the River Tay;
- By 2018/19, £170,000 of loan funding will be provided to small and medium sized enterprises through Business Loans Scotland to facilitate growth;
- [Business Gateway](#) will grow their existing programme to support 240 businesses to start up each year;
- The Creative Exchange Perth will open, providing workshops, support and growth services to drive economic benefits through creative enterprises; and
- We will facilitate high value skilled employment support and encourage upcoming businesses particularly in digital and professional services.

## Improve the public realm and infrastructure, and transform our cultural offer

- The A9/A85 link road will be completed, to significantly reduce traffic congestion, and open up land for economic development;
- With partners, we will ensure Superfast Broadband is available to all premises across the area by 2020/21 along with free public Wi-Fi in Perth City;
- We will be part of the Creative Cities network across Scotland and Northern England, which will provide a strategic policy forum to develop new thinking and joint working on building flourishing rural economies;
- We will create vibrant centres in Perth City and our towns, including quality retail, attractive streetscapes, a range of food outlets, independent shops, selected 'High Street' stores and vibrant pop up shopping opportunities; and
- By 2020/21, we will deliver a capital programme to transform the cultural tourism offer of Perth City, including the transformation of City Hall and Perth Museum, to attract around 160,000 additional visitors to the city each year.

## Deliver new investment to the Tay Cities Region

- By early summer 2018, Heads of Terms with Scottish and UK Government will be agreed;
- We will ensure our role in the Scottish Cities Alliance provides proactive contact and communication with other cities, to maximise opportunities for funding, joint marketing and contacts for growth; and
- By autumn 2018, business cases for all major projects will be approved and by 2020/21, there will be up to 50 individual projects in development, maximising the economic gain to Perth and Kinross through collaborative working.

## Develop the workforce and retain and attract young people to the area

- We will work with partners and the private sector to sustain high rates of employment, and maximise enterprise opportunities in our rural areas and increase wage rates to bring them closer to the Scottish average;
- There will be three sector skills academies delivered in Construction, Tourism and Care and there will be entry level employment opportunities for local young people in culture, heritage and tourism; and
- Over 600 individuals will access tailored employability support per annum, and 400 will move into work with more young people staying in the area.

# Supporting people to lead independent, healthy and active lives

The Health and Social Care Partnership was established in 2016 and is overseen by the Integrated Joint Board, responsible for delivering [integrated health and social care](#). Priorities to 2019 are outlined in the [Partnership's Strategic Commissioning Plan](#), including the need for services and support to intervene early to prevent later, longer term issues, enabling people to manage their care and support by taking control and being empowered to manage their situation. Self-Directed Support continues to expand and enable people to choose and control how their care and support are provided. Technology Enabled Care is expanding, which helps people remain at home for longer. In our area, 8% are limited by a long-term health problem or disability. We have an ageing population particularly in rural areas (23% are 65+, 18% nationally). We must focus on health inequalities, including access and use of services, reducing isolation and loneliness. Around 11,000 people aged 65+ live alone. Our plans should enable a greater range of services to be available locally or through new technologies to save unnecessary travel. We have to improve support for carers, including flexible respite and encourage communities and the 3<sup>rd</sup> Sector to run initiatives themselves. We need to source land and opportunities for affordable mainstream housing as outlined in the [Local Housing Strategy 2016-21](#) and ensure supported housing is available and tackle homelessness.

## **Work with our communities to deliver person-centred healthcare and support**

- We will identify individual needs to enhance community support, and support for carers, to enable people to remain in their own homes for longer. This will help avoid unnecessary admissions and longer stays in hospital or the need for permanent care home;
- There will be increased flexible and preventative support for unpaid carers, to help them cope with the challenges and enable their caring role;
- The number of people who use Self-Directed Support, to commission and control their own care will increase;
- There will be more support to local communities to build on their skills, knowledge and experience, fostering self-reliance and resilience through

supporting initiatives such as Care Co-operative Highland Perthshire, social care hubs and a 'street by street' social care approach; and

- Pathways and support for transition in relation to Autism, Mental Health, Learning Disability and Additional Support Needs will be increased.

## **Design our services around prevention and early intervention**

- There will be locally-based integrated, multi-agency teams to facilitate opportunities for more personalised, joined up care and support; and
- We will work with all partners/service users/carers to enhance earlier support and redesign services to reduce the need for crisis support.

## **Reduce inequalities and unequal health and social outcomes**

- People will be supported and prepared for Universal Credit, with local outreach services.

## **Provide opportunities and support people to live active and independent lives**

- We will promote health and social care as a vocation, to ensure recruitment and retention of staff;
- There will be an increase in the use of Technology Enabled Care to complement support for carers and to reduce the need for care at home, enable safe independent living, social connection and digital inclusion; and
- We will work with our partners to deliver, signpost and make referrals to a variety of local health initiatives to encourage physical activity and reduce social isolation, such as facilitated walking buses and allotment use.

## **Reduce social isolation**

- We will expand intergenerational work, build on projects between nurseries/schools and older people and further develop socially inclusive, intergenerational and cultural initiatives to reduce social isolation.

## **Ensure affordable quality housing is viable for all**

- We will increase the quality and the number of affordable houses in both urban and rural areas through a range of provisions including new builds, refurbishments and bringing empty homes into use.



# Creating a Safe and Sustainable Place for Future Generations

Our nature and landscapes play an important role in supporting economic growth, improving health and wellbeing, adapting to climate change and providing us with a strong sense of identity. Nine out of ten adults rate their neighbourhood as a very or fairly good place to live. We continue to work across communities to support them build resilience and confidence, including in emergency situations. There are over 27 local community resilience groups across the area and 109 community watch schemes registered. However, we need to ensure we support vulnerable people to receive the assistance they need, as everyone has a right to feel safe.

Responding to the climate change agenda is a key challenge for local authorities. We are developing plans to meet the Scottish Government's ambitious targets for emission reductions, and energy strategies. We will continue to work with our Community Planning partners to meet these targets, address climate change, tackle pollution, make sustainable energy choices, reduce and recycle waste, and promote transport options. In the past flooding has been a major issue for Perth and Kinross, and there are now four flood protection plans in place. Our recycling rate for household waste is over 55% which is 10% higher than the national average.

Two thirds of people live outside Perth City and the rural nature of our area presents challenges for accessible and affordable transport. One in five households do not have access to a car or van. Feedback from Local Action Partnerships and the recommendations of the Fairness Commission highlight public transport as a significant concern for many rural communities. Accessible transport is essential for people to stay mobile, connected and able to access services and activities.

By engaging with communities over land use (such as the Local Development Plan), communities have greater opportunities to raise awareness, influence the future of their areas, and help create a sustainable environment for future generations.

## **Work with communities to create safe, strong sustainable places**

- More communities will be supported in developing and sustaining local resilience partnerships, giving local responses to emergency situations;
- We will increase the number of community transport schemes operating in Perth and Kinross, in particular within rural communities;

- There will be an increase in the number of adults giving time to volunteer; and
- In partnership we will produce a new road safety plan featuring the importance of community led road safety initiatives.

## **Reduce offending**

- There will be better access to services for previous offenders, including welfare, health and wellbeing, housing, employability and volunteering; and
- Interventions will be fully evaluated to determine effectiveness when employed with different types of people, to sustain a reduction in offending.

## **Support communities to feel safe**

- We will work with partners to ensure all agencies will be identifying and reporting any adult concerns as well as implementing additional measures to identify people in vulnerable circumstances, so people feel safer;
- We will reduce unintentional injury in the home and put measures in place to reduce the need for hospital admissions, particularly for over 65s; and
- To give people more confidence to report domestic abuse, a local network will be in place for identifying and notifying vulnerability. It will also increase third party reporting.

## **Protect our outstanding area**

- Air Quality Action Plans for Perth and Crieff will be developed to reduce air pollution and support improved health and wellbeing;
- Local community groups will be established and engaged in addressing litter and environmental issues including fly tipping, while action plans to prevent and manage invasive non-native plant species will be developed;
- We will develop measures to reduce traffic and congestion related emissions, increase the number of electric charging stations across Perth and Kinross, and develop a low carbon hub at Broxden; and
- We will extend and improve cycle and walking routes as well as encourage a shift in transport from cars to active travel.

# Creating a Safe and Sustainable Place for Future Generations

## Building a sustainable future with smarter connections

- We will work with partners and communities to identify future risks and opportunities in relation to the sustainable use of resources, predicted climate change scenarios, the impacts of these and the action taken to adapt accordingly;
- Along with partners and communities, we will work to reduce the total domestic energy consumption across the area, and emissions from Council properties (tonnes CO<sub>2</sub>) will be reduced by at least 56% by 2020/21;
- We will increase household recycling, contributing to the Scottish Government's target of 60% recycling by 2020;
- By 2018/19, we will deliver a Clean Technology, Renewables and Circular Economy action plan; and
- Through technology, we will be working smarter to provide intelligent street lighting, community safety messaging as well as integrating public spaces and CCTV with community alarms to keep people safe.

# Organised to Deliver

This part of the Plan sets out how we are going to work together, and reshape the organisation, to ensure it is fit for purpose to face the changes, challenges and opportunities over the next four years. This will be the blueprint for taking the Council forward, continuing our confidence and ambition in supporting the delivery of the strategic objectives in the [Community Plan](#) and the commitments expressed in the previous section of this Plan.

This part of the Plan:

- Explains the journey of change and how the Council will continue to secure positive outcomes for people and communities, within the changing context of public service reform, increasing demand and reducing budgets;
- Addresses our approach to other influences on our business approach, including new models of service delivery, locality planning, collaborative working and strategic partnerships, such as the Tay Cities Deal and the Tayside Plan for Children, Young People and Families;
- Sets out our approach to the reshaped workforce, the Fair Work Agenda, future workforce planning, organisational development and transformation;
- Outlines our commitment to giving the people, communities and businesses which use our services more choice around how we engage, and how we act on that engagement, to meet their needs; and
- Demonstrates how we will continue to deliver Best Value in this changing environment, including our self-evaluation activities, and identification of areas for improvement.

We have set out our approach to this part of the plan via themes which reflect the priorities of public service reform, arising from the findings of the [Commission on the Future Delivery of Public Services](#).

The themes are:

- Prevention and Early Intervention
- Place Based Partnerships
- People, Culture and Leadership
- Performance

# Organised to Deliver

## Prevention and Early Intervention

### *Prioritise prevention, reduce inequalities and promote equality.*

Many communities, individuals and families, across both our urban and rural communities, are affected by inequalities in income, health and employment opportunities which impact on their quality of life. Our large geography with a relatively low and widely dispersed population sometimes makes inequalities difficult to identify and address.

We recognise the growing body of evidence which demonstrates that effective preventative and early intervention approaches can help to reduce demand for very intensive and expensive services which often deal with the response - rather than tackling the cause of the impacts on individuals, families and communities. When our services focus on dealing with the symptoms of disadvantage and inequality towards tackling their root causes, we make a difference to our most vulnerable citizens and give people an equal chance in life, whilst making more sustainable use of public resources.

We can demonstrate many existing examples of preventative initiatives through our joint working (such as Evidence2Success, Fairness Commission), and we will extend this approach, to systematically embed preventive interventions across all our services. We will work together to address issues early, to ensure they do not lead to negative outcomes for individuals, families and communities - in doing so we can break the cycle of inequality. We will focus support to the first few years of life, where we know it can have the biggest impact in improving life chances for the most vulnerable in society.

Narrowing inequalities gaps, and building family and community capacity, are challenges which sit at the heart of our role as public servants. The importance of this approach is strengthened by the new socio-economic duty for public bodies - to show that we understand the key inequality gaps that exist, and that we are taking action to address these, across all our decisions.

Promoting equality requires all of us to work to eliminate discrimination, advance equality of opportunity, and foster good relations between communities through the delivery of our services. We will support staff at all levels to develop an understanding of equalities that celebrates and promotes diversity, supports all equality protected characteristics, and treats everyone with dignity and respect (including colleagues and customers).

By 2022, we will:

- Continue to focus on prevention and take a holistic approach to addressing inequalities;
- Have narrowed the inequality gaps, identified by the Fairness Commission and other measures of inequality;
- Demonstrate extensive work with communities of both geography and interest to identify their inequalities priorities, and, importantly, build their own capacity to address these inequalities;
- Ensure that our duties to promote equalities will be demonstrated not only through service delivery, but also through shared values, leadership, human resource practices and organisational culture; and
- Clearly demonstrate our socio- economic duty obligations by embedding how we address poverty and inequality in all our decisions across the organisation.

# Organised to Deliver

## Place Based Partnerships

***Greater integration of service design and delivery at a local level, driven by better partnership, collaboration and effective local delivery with communities and other public service.***

Partnership working - ranging from individual locality level to large scale regional and national partnerships - will drive public services in the coming years.

We will increasingly deliver public services through shared leadership of partnerships at all levels - including both statutory partnerships (such as arrangements for Child Protection, Health and Social Care and Community Justice), regional partnership (such as the Tayside Regional Improvement Collaborative and the Tay Cities Deal) and partnerships which engage communities of interest (e.g. local environmental partnerships and equality networks). Joint working at all levels of our organisations will be key to successful outcomes. We will ensure there is a mutual understanding across the Council, and with our partners, of the shared issues, challenges and solutions.

At the centre of our approach is the Perth and Kinross Community Planning Partnership (CPP) which provides strategic direction, agrees joint priorities and manages performance through the Community Plan, which was developed jointly with our community planning partners and communities.

An increased focus on collaborative working with other Councils will unlock efficiencies, share best practice, and allow us to offer services to our communities to an extent that would otherwise be unachievable in the current financial context.

Public Service Reform is moving us into an entirely new era, with the Community Empowerment (Scotland) Act focussing on the achievement of active participation of communities, and the requirements for public service agencies to work meaningfully with communities on a locality basis, in service design, delivery and improvement.

We will build on our positive work to date, by strengthening community empowerment at a local level. We will support the five Action Partnerships in the co-ordination and delivery of priority needs for local areas, through their Local Action Plans. These Action Plans set out specific measures to address stubborn inequalities, informed by the findings of the Fairness Commission. We will support this activity through our Stronger Communities teams, with a much greater shift to Council staff and partners working together as teams at locality level. Our review of local decision making in partnership with What Works Scotland will help shape the future relationship with our communities.

By 2022, we will:

- Have developed active, self-sustaining and resilient communities across Perth and Kinross working alongside public services to deliver a wide range of local projects and services which benefit individuals and the local community as a whole;
- Demonstrate that communities have greater control over the decisions that affect them, including financial decisions;
- Continue to ensure continuous improvement through increased collaborative service delivery with our partner local authorities and Community Planning Partners; and
- Evidence clearly how the results of community and customer engagement have been used to inform strategy and improve service delivery.



# Organised to Deliver

## People, Culture and Leadership

### *Investment in the people who deliver services through enhanced workforce development, and effective leadership.*

People are at the heart of our transformation journey, and what sets us apart as a Council is our collective focus on the connection between leadership, organisational culture and employee engagement, to support the level and pace of change required.

We have a positive track record of planning for the future, no matter how challenging that future looks. We are a high performing organisation with a clear vision, and strong Elected Member and Officer leadership and relationships. We have excellent financial management, sound governance and a talented and committed workforce. We can demonstrate many outstanding achievements and these are confirmed through robust self-evaluation, as well as positive recognition by external scrutiny bodies. We continue to be recognised as sector leading in many areas.

The Council operates in an increasingly complex environment, and continues to evolve as an organisation. Traditional Council services are now being provided through a much wider range of delivery models, such as arm's length external organisations, commissioned services, jointly with Community Planning Partners, and strategic partnerships. At the same time, we are responding to greater demand for personalisation, new ways of working with our communities and the use of technology to deliver services more efficiently and effectively.

All of this has a major influence on how services are delivered and by whom – the world of work is changing, and we are experiencing significant cultural change, on many levels. As we work with what is emerging, everyone needs to continue pulling in the same direction – the right mind-set will be key, because 'how' we do things, is as important as 'what' we do. Our organisational development framework sets out our cultural vision, in a practical way, with three principles

reinforcing our ethos for cultural change and transformation; 'Learn, Innovate, Grow'.

We are committed to growing the conditions which support and maintain a high performing workforce, with the talent, capabilities and resilience to meet the changing demands of public services. We have a sustainable approach to workforce planning and development, seeking to build leadership at all levels, to encourage learning and development for the skills and roles we will require in future. We will support people moving around the organisation to take on new roles and positions as the nature of our work evolves.

There will be an increasing focus on developing our commercial and business skills, as well as working across organisational boundaries, as more services are delivered on a collaborative basis; developing new working relationships with our communities, promoting fairness, and supporting innovation at a strategic level. We will continue our work on organisation design, ensuring that job roles are flexible and responsive to the changing needs of the organisation. This will provide opportunities for personal and professional development. Importantly, we will continue to create opportunities for employees to fully participate in the evolving programme of renewal and improvement.

By 2022, we will:

- Demonstrate that we have sustained our ability at all levels of the organisation to lead in an increasingly complex environment;
- Be a smaller organisation, but still one of the largest employers in the area;
- Have an inclusive and diverse workforce, who are actively contributing to a sustainable, fairer and vibrant Perth and Kinross; and
- Continue to have committed employees with the right skills, capabilities and mind-set to work in new ways, with and for the communities of Perth and Kinross.

# Organised to Deliver

## Performance

### ***A focus on improving performance, through greater transparency, innovation and continuous improvement.***

As a Council, we face the ongoing challenge of meeting an ever increasing demand for high quality services, with decreasing resources both in terms of money and staff. As our services are publicly funded, we understand that we must gain maximum value from the money available, and be accountable to the public for the spending decisions that we make and the services that we deliver. It is important that the public understands what we are doing and why, what we are doing well and what we can be doing better.

The ongoing delivery and future sustainability of public services requires us all to be more innovative and open to change; we must be more entrepreneurial and less risk averse in our approach to service design and delivery in order to make the best use of the limited resources that we have. The Council needs to spend its budget wisely. The challenging financial environment, together with changing demographics and rising demands on services, means that effective medium-term and longer-term financial planning is critical for the sustainability of the Council's finances, as we need to plan for a range of possibilities. We need to make sure that we are doing the right things for the right people, at the right time and in the right way and support Elected Members in making informed, evidence based decisions on future expenditure priorities. Through meaningful engagement with our communities we can identify and focus on what matters and deliver services in a way that better meets their needs and represents value for money.

Good governance is integral to the success and sustainability of any organisation. Through our governance framework we encompass the purpose, culture, structure, systems, resources and controls that are in place to ensure that we can achieve our objectives. To maintain high quality services and continuously improve, our objectives must be clear and there must be a positive, performance driven culture embedded within the Council. We must have the right systems,

processes, tools and technology in place to support service design, delivery and improvement. Our internal controls must be robust to ensure that the planning and management of our finances, assets, workforce, performance and risk is effective and aligned to the delivery of our objectives and the achievement of best value. Finally we must be open and transparent in respect of our decision-making and properly accountable for our performance.

Performance is actively managed and we can demonstrate progress against our objectives. The Council has a track record of delivering high quality services and through our transformation programme we are delivering efficiencies, savings and improvements. However, we recognise that simply making incremental savings to existing services are neither sufficient nor sustainable solutions, when set against the scale of financial challenges ahead. We will develop the next phase of initiatives under our [Transformation Strategy](#), which further develops our vision and ambition to transform the organisation through technology, partnerships, community empowerment, and tackling inequality.

By 2022, we will:

- Continue to be widely regarded as an efficient, ethical and high performing organisation, recognised for equality and fairness;
- Have sustained effective and consistent performance management, fully integrated with all of our activities, with the right balance of measures in place to provide an accurate picture of our performance;
- Have continued a strong track record of delivery and improvement in respect of our organisational and shared partnership objectives and our performance information will be readily accessible to the public;
- Have delivered the next phase of our transformation programme;
- Maintain a strong awareness of the medium term and longer term financial horizon, and be prepared to address the issues which arise; and
- Demonstrate the sustainable use of our assets by completing transformation reviews to rationalise our assets with our corporate asset management plans continuing to direct resources to areas of greatest priority.

# Organised to Deliver

## Making it Happen

### Managing our Performance

Progress against the delivery of our strategic plans is tracked by a Council wide performance management framework. This provides citizens, Elected Members and Service Managers with insight into performance against our outcomes and commitments. The framework includes benchmarking and target setting that ensures we are continuously improving.

### Measuring Progress

A key component of the framework is a suite of performance indicators which are used to measure success at each level. Performance indicators will be presented via a dashboard and will include financial, workforce and customer elements to give a balanced view of performance against outcomes and commitments. These indicators will be focused on outcomes rather than outputs and will be easy to access and understand.

Scrutiny and a timetable for performance reporting are also integral elements of the performance framework, involving regular monitoring and identification of areas of good practice and areas for improvement.

### We will Continue to Develop our Practice

**Elected Members** will scrutinise and review performance against aims, outcomes and commitments through the Council's Committees. Individual Service performance is reported routinely to Committees on a six monthly basis. The Scrutiny and Audit Committees will play a key part in their challenge role, identifying key areas for further review.

**Executive Officer Team and Corporate Management Group** will scrutinise and review performance against aims, outcomes and commitments on a regular basis.

**Senior Management Teams** will be accountable and responsible for the delivery and review of Business Management and Improvement Plan outcomes and objectives, including the Council's commitments relevant to these Services.

The performance management framework will be reviewed annually and performance reporting against the Council's commitments and outcomes will form the basis of our annual report on progress. The Corporate Plan will also be reviewed annually to ensure it reflects the changing agenda, and key priorities.

### Communications and Engagement

Many elements of the Plan emphasise the importance of developing a shared understanding of the context in which we are operating; the imperative for change and the need to work together to tackle challenges; increasing the pace of continuous improvement, and achieving the outcomes we want for our communities.

Engagement will take place across the organisation on the key points of the Plan to support the development of our shared understanding. Through our Communications Plan we will share information across the organisation and with our partners. This communication will also help engage Elected Members and staff in preparation for the next round of self-evaluation and service planning, which will, in turn, highlight further priorities and actions for future versions of this Plan and our other organisational plans.

For further information, please contact Louisa Dott, [LJDott@pkc.gov.uk](mailto:LJDott@pkc.gov.uk) or Claire McCarthy [CJMcCarthy@pkc.gov.uk](mailto:CJMcCarthy@pkc.gov.uk).