

PERTH AND KINROSS COUNCIL

18 December 2019

PERTH AND KINROSS OFFER UPDATE

Report by the Chief Executive (Report No. 19/361)

PURPOSE OF REPORT

This report provides Council with an update on the implementation of the Perth and Kinross Offer programme from June – December 2019.

1. BACKGROUND

- 1.1 The Perth and Kinross Offer is a new direction for the Council, designed to transform the way we work with our communities, citizens, partners, businesses, employees and other stakeholders, to ensure that public services can be delivered sustainably and achieve better outcomes for the people of Perth & Kinross.
- 1.2 This transformation will require a change in the traditional relationship between public services, citizens, businesses, investors and visitors. We need to move away from the relationship of provider and consumer to work collaboratively, agreeing joint priorities and designing the future we want together. We also need to agree how we align budgets with our ambitions, using our resources to maximum impact and ensuring communities have services where and when they need them.
- 1.3 This is a long term ambition for Perth & Kinross. Theory suggests that cultural change programmes in any organisation can take between two to five years to embed. For transformational change of the scale being suggested in the Perth and Kinross Offer, it could be longer. For example, Wigan Council are still adapting and improving their approach to the Wigan Deal, nine years after its introduction in 2011. However, we know by learning from other organisations, like Wigan, that we will need to work closely with our partners to realise our ambition. It is a radical approach and one which will require the commitment, enthusiasm and a “think yes” approach from everyone.
- 1.4 This report highlights areas of progress over the past six months and outlines areas of development and delivery for the year ahead.

2. PROGRESS AND IMPACT TO DATE

- 2.1 The Chief Executive initially introduced the Perth and Kinross Offer to elected members and employees in early 2019. To continue momentum, develop key strategies and implement engagement activity, a Lead Officer was recruited on a secondment basis from May 2019 with responsibility for a small Perth

and Kinross Offer implementation team. Since June 2019, a number of key work streams have been supported and progressed by the P&K Offer team as follows;

2.2 Engagement Events

Since June 2019, over 40 engagement opportunities have been delivered by members of the Executive Officer Team and the Perth and Kinross Offer team. An infographic which highlights our engagement over the past six months is attached as Appendix 1.

We have engaged with over 1000 participants. From this, we have started to collate and theme feedback and suggestions which will inform future collaboration and projects in our five key areas; economy & entrepreneurship; environment; equalities; education and learning; and empowerment.

It was agreed to concentrate initial efforts on internal engagement, and as over 85% of our workforce also live in the Perth & Kinross area, they have been giving their different perspectives in a number of areas. Engagement sessions have been offered to employees via team time sessions, Chief Executive listening events, wider team development days, management meetings and corporate inductions. We have also undertaken regular visits to different areas of Perth & Kinross to speak to remote front line teams who find it difficult to attend engagement sessions held during normal working hours.

Although internal engagement was the immediate priority, the Executive Officer Team have also continued to engage with our external partners and stakeholders throughout this period. This includes the Community Planning Partnership, Parent Carer Councils, PKAVS, Aerospace Kinross, Perth City Ambassadors, Perthshire Chamber of Commerce, Gannochy Trust, Perthshire Women's business network and the Rotary Club.

2.3 Elected Members Engagement & Steering Group

An engagement session for local elected members was held in early June 2019. This was attended by around 20 local elected members who gave feedback and direction in a number of key areas, such as engagement with existing community groups, promoting and marketing the offer externally. It was agreed at this meeting that a Perth and Kinross Offer Steering Group be formed to include elected members and senior officers. The first meeting, in early July 2019, set out the terms of reference of the group and a further two meetings have been held since, in August and November 2019. Discussions have covered a number of areas, including the requirement for a framework for the P&K Offer, outline principles, possible values and how best to promote the Offer. It has been agreed that the Steering Group should continue into the New Year to offer direction, focus and ongoing input into the development of the Offer programme and in particular the development of our communications and engagement plan.

2.4 Employee Working Group

The employee Working Group was established in August 2019 to give feedback and input into key workstreams and projects arising from the Offer. This has included areas such as employee behaviours and key performance indicators, community engagement methods and shaping our future. We have held three meetings to date. While we started with around 30 members, this has grown to approximately 50 participants, through word of mouth and engagement activity. It is expected that, as we progress, group members will help support the Offer internally by acting as “ambassadors” within their own areas of influence and work. It is also proposed that members are pivotal in delivering our engagement initiatives in line with proposals for the coming year.

2.5 Head of Innovation Recruitment

To continue to progress the offer, maintain momentum and ensure consistency of approach, an appointment was made to the Head of Innovation post. This role has responsibility for our organisational development, communications, performance, equalities and transformation teams. Combining the strengths and synergies in these areas will ensure consistent and effective development, reporting and marketing of the Perth and Kinross Offer.

2.6 Research, Learning and Benchmarking

Extensive research, learning and sharing ideas has taken place with other local authority areas and partners over the past six months. Visits and discussions with Wigan, Angus, East Lothian, Dundee and East Ayrshire have been carried out in order to ensure we are sharing resources and ideas where possible. Although each local authority is unique and has different demographics and geography, there has been an appetite to share, at a national level, the different transformation projects being undertaken. Consultation has also taken place with support organisations such as the Improvement Service¹, Innovation Foundation² and Project Lift³.

3. MOVING FORWARD 2020

3.1 Over the past six months, our key workstreams, as outlined in sections 2.2 to 2.6, have been launched and we will continue to build and strengthen these areas. In 2020, we will focus on five priorities to develop the Perth and Kinross Offer as follows;

1. Building our Perth and Kinross Offer vision

To ensure we are starting with the right identity and narrative, we are currently working with an external branding and marketing consultancy to develop the

¹ www.improvementservice.org.uk

² <https://www.nesta.org.uk>

³ <https://www.projectlift.scot/>

Perth and Kinross Offer framework. This will be complete early 2020 and will be used as the basis of our engagement approach, both internally and externally.

2. Communication and Engagement Plan

This plan will detail how we will engage externally with all of our stakeholders, along with elected members and all our employees. The programme will include; a clear plan for external engagement with community groups, business and citizens; agreed data set and questions which will allow for efficient and consistent collation and reporting of findings; initiatives for reaching our citizens and generating participation in the programme and timescales for delivery.

3. Developing our Employee Experience

Continuing to engage with our employees is crucial and an “Employee Learning Experience” will be developed and delivered for all employees to ensure understanding and capacity to deliver key messages around the Offer. It will be delivered in a series of interactive sessions, using different technologies and methods to capture attention to embed organisational behaviours and attributes required to Think Yes and work to these principles.

4. Promoting “Quick Wins” / Successes

We know that there are a number of current work streams underway in the organisation that fit within the ethos of the Perth and Kinross Offer and its five themes (paragraph 2.3). Examples include our Home First programme, Stagecoach partnership for reduced bus fares, Community Bloom Groups, Community Asset Transfer approach and Intergenerational projects with schools and communities. All of these projects are centred around involvement and collaboration with our communities where small changes can lead to better individual outcomes.

During the course of 2020, we will continue to promote and invest in these areas, sharing good practice throughout the organisation and externally, informing our partners, citizens and businesses of specific areas of interest. In addition, we have been gathering anecdotal evidence from across the organisation and we will capitalise on opportunities to showcase the Perth and Kinross Offer having a positive impact on our communities.

5. Digital engagement platforms

To ensure we are reaching as many people as possible and providing opportunities for involvement, a strategy for communicating digitally as well as face to face with all of our stakeholders, is being developed. This includes plans for a microsite dedicated to progress around the offer, an employee “app” which can be used to gather feedback and views, along with survey questions for those who prefer this method of engagement.

4. RESOURCES

To ensure the momentum of work on the Perth and Kinross Offer continues into 2020, prioritisation of resources in this area is essential. Work is currently underway to review the current employee structure and consider any additional requirements to deliver on the priorities outlined in this report. This will be shared with elected members once completed, as part of the budget process.

5. CONCLUSION AND RECOMMENDATION

- 5.1 The Perth and Kinross Offer will transform our relationship with communities, businesses and citizens. Ensuring we have the right strategy and framework is crucial in taking this programme of work forward and engaging effectively with everyone across the Council area. In the Best Value Assurance Report of Perth and Kinross Council (published in August 2019), the Deputy Chair of the Accounts Commission described the Offer as;

“An ambitious new way of working more closely with citizens and communities, the ‘Perth and Kinross Offer’, has the potential to achieve considerable change in how services are designed and delivered. This will require significant drive and commitment from the council to ensure they reap the full benefits of this new initiative.”

- 5.2 While Perth and Kinross Offer is ambitious and long term, we are confident that strategies being developed now will help us achieve this successfully. Laying solid foundations, ensuring the right resources are in place and creating clear and focussed approaches for implementation over the next few years will allow us to deliver on our commitments.

- 5.3 It is recommended that the Council:

- i) notes the progress made on the Perth and Kinross Offer in the past six months;
- ii) approves the proposed key priorities for 2020; as outlined in paragraph 3.1
- iii) requests the Chief Executive to bring forward a further report, by Spring 2020, outlining the framework along with the communication and engagement plan.

Author(s)

Name	Designation	Contact Details
Charlene Guild	Head of Innovation	pkoffer@pkc.gov.uk

Approved

Name	Designation	Date
Barbara Renton	Executive Director (Housing & Environment)	04/12/19

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	N/A
Workforce	N/A
Asset Management (land, property, IST)	N/A
Assessments	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	N/A
Sustainability (community, economic, environmental)	N/A
Legal and Governance	N/A
Risk	N/A
Consultation	
Internal	Yes
External	Yes
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan/Single Outcome Agreement

- 1.1 The update and proposals set out in this report support the delivery of all the priorities in the Perth & Kinross Community Plan / Single Outcome Agreement 2018 to 2023. Moving forward, the Perth and Kinross Offer will become the way we deliver on these priorities.

Corporate Plan

- 1.2 The proposals in this report will support the ongoing achievement of our corporate priorities and engagement with our communities, employees, businesses and other stakeholders will identify areas of future improvement and focus.

2. Resource Implications

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations

between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

- 3.2 A wider Equality Impact Assessment of all work undertaken in relation to the Perth and Kinross Offer is being developed and will be made available once all engagement and consultation has been carried out and analysed.

Risk

- 3.6 There are no key risks associated with the contents of this report.

4. Consultation

Internal

- 4.1 Details of internal consultation is included within Section 2 of the full report.

External

- 4.2 Details of external consultation is included within Section 2 of the full report.

5. Communication

- 5.1 A communications and engagement plan was considered and approved for this stage of the project.

2. BACKGROUND PAPERS

This section should list the documents that have been relied on in preparing the report, other than those committee reports already referenced within the main body of the report. All documents must be kept available by the author for inspection by the public for four years from the date of the meeting at which the report is presented.

Accounts Commission Perth & Kinross Best Value Audit Report – August 2019

3. APPENDICES

Appendix 1 - Infographic of progress from June to December 2019 on the Perth and Kinross Offer