

Our 5-year plan (2022 to 2027)



Contents

Foreword by Council Leader - Councillor Murray Lyle

- 5 Building our Perth & Kinross Offer
- 7 The Perth & Kinross Offer Framework
- 8 Our specific roles and responsibilities
- 11 Why we need the Offer
- 14 Our aim and outcomes
- 18 Links to the Strategic Planning Objectives
- 20 The Perth & Kinross Offer Principles
- 21 Our corporate values

- 22 Building our culture

- 28 The 5 'E' workstreams

- Enablers - delivering the Offer
- Equalities, Empowerment and Fairness
- Economy
- Education and Learning
- Environment

- 41 Appendices

- The Perth & Kinross Offer - Front-facing external communications
- Key milestones - our 5-year road map



Foreword

Councillor Murray Lyle



The Perth & Kinross Offer is based on the ambition that everyone in Perth and Kinross has something to offer. It builds on our success of working with and for our communities rather than doing to them. It seeks to balance the relationship between people who design and deliver services and those who ultimately use them, drawing on the strengths and assets of individuals and communities to improve outcomes.

The ethos and approach of the Offer is not new to Perth and Kinross. The Council and its partners have been working with and within our communities for many years and there are numerous examples of the Offer in practice achieving positive outcomes. We want to build on this success so that people will be at the heart of all aspects of our work and business, and the ethos of the Offer becomes second nature and “the way we do things around here”.

Our aim for the Perth & Kinross Offer is:

“Working together so everyone in Perth and Kinross can live life well”

Despite innovative ways of working and steady improvement across all services in recent years to deliver improved outcomes for the people of Perth and Kinross we still face a range of social, economic, and environmental challenges. The impact of the pandemic has widened the inequalities gap and negatively affected our local economy, and we have significant responsibilities in relation to tackling the international climate change emergency.

We have clear plans, targets and outcomes in place to address these key challenges, however we recognise that we cannot do this alone and with traditional ways of working. The increasing demand for services, rising costs and the changing needs of our population means it's impossible to continue delivering the same support and ways of working as we have done in the past. The pace and scale of the challenges we face mean we must rethink how we work with and within our communities. We know that communities are good at identifying their needs and designing solutions. We also know that when staff are empowered to do what needs to be done and given the freedom to “think yes” and be solution-focussed, we see improved outcomes for people and communities.

The Offer will change our culture, it will underpin our ways of working and how we achieve our outcomes. It will recognise and enhance the knowledge, skills and experiences of our communities, businesses, partners and employees and capture their passion and commitment to improve the lives of everyone who lives in our area.

I am delighted therefore to present our Perth & Kinross Offer Framework which sets out how the Perth & Kinross Offer will initiate culture change and ignite a new relationship with our communities to deliver better outcomes for everyone.





Building our Perth & Kinross Offer

Our Offer to everyone in
Perth and Kinross

Our Offer to everyone in Perth and Kinross

The Perth & Kinross Offer places people at the heart of everything we do and recognises that everyone has something to offer in our area. It builds upon existing success of working with and for our communities and sets out our commitment to balance the relationship between people who design and deliver services and those who ultimately use them. The Offer acknowledges that communities have many strengths and assets and are good at identifying their needs and designing solutions. It also recognises that when staff are empowered to do what needs to be done and given the freedom to “think yes” and be solution-focussed, we see improved outcomes for people and communities.

The approach, set out within this Framework, has been developed through extensive consultation and engagement with our communities, individual citizens, partners and businesses - our people. A full summary of the feedback is available [here](#).

The Framework sets out how we intend to deliver and embed the Perth & Kinross Offer. It explains how it supports the delivery of our strategic objectives, the work that will support our approach and the programme of cultural change that will transform how we work with colleagues, communities and our partners.

Our approach to developing and embedding the Offer must be flexible and like other organisations who have embarked on similar journeys, we must recognise that cultural change at scale will not be achieved overnight. We intend to be a risk-positive learning organisation. We recognise that as we embark on this journey, we may not always get things right but by showing a willingness to use our collective knowledge and experience we will learn and develop.

We have already gathered many good examples of the Offer in Action where the principles and ethos of the Offer are working in practice and achieving positive outcomes. This is demonstrated in many different areas not only where we are working in partnership to support and advise our communities but also where groups of people are coming together to meet the needs of their own communities, independently. We have used some of these examples as case studies throughout this Framework - when you see this symbol below, to highlight how we are already working with and within our communities.



In addition, you can visit our [Offer webpage](#) to read even more. We have also developed [a video](#) that gives more information and insight into the Offer in Action.

We want to build on this solid foundation so that working in this way becomes second nature and “the way we do things around here”. Throughout the pandemic people in our area demonstrated tremendous generosity and resilience in helping each other and in working with us. Now more than ever, as we emerge from the pandemic and seek to tackle its impacts, we intend to grow this community spirit through the Offer.

We also know that one size does not fit all, and communities have different challenges, demography and priorities which need diverse approaches and solutions. What works in one community may differ to what works in another. We will take time to listen and understand what matters within our neighbourhoods, local areas, towns, and villages. Key to this will be establishing locality multidisciplinary teams who will work with and within each community to better understand their needs and develop local solutions.

The Framework also outlines how we will embed the aims, principles, and ethos of the Offer into our everyday working practices, adapting our approach as we go and learning from experience. Most importantly, we will listen to and action where we can the feedback, suggestions, and ideas we receive.

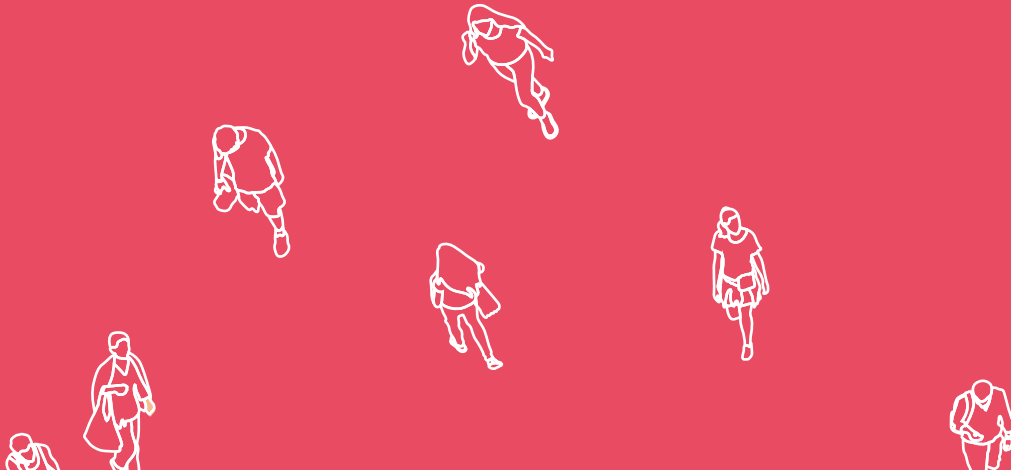
We believe everyone has something to offer and we can all play our part, however small, in making Perth and Kinross a fairer place for all. By working together in partnership, we will continue to create a place where people have real opportunities to be healthy, confident and live life well.



The Perth & Kinross Offer Framework

We want the Framework approach to be simple and easy to understand for all. We have designed it around 4 key areas; the why, the how, the what, the who.

The Framework explains the underpinning messages and approach of the Offer, sets out how we will deliver the Offer, explains the workstreams that underpin delivery of the Offer and who needs to be involved to help us embed the messages, principles and ethos of the Offer.



Building our Offer The Why

- The Offer aim and outcomes
- Principles and values
- The strategic and national context
- Why we need the Offer
- The benefits of this way of working

Building our culture The How

- Cultural Change
- Developing the Offer
- Organisational Development Plan
- Marketing and communications
- Engagement activity

Offer workstreams The What

- Enablers - delivering the Offer, working smarter
- Equalities, Empowerment and Fairness
- Economy
- Education and Learning
- Environment

People contributions The Who

- People and our communities
- Elected Members
- Our employees
- Local businesses
- Community Planning Partners

Our specific roles and responsibilities

(everyone has something to offer)

We want everyone to get involved in delivering the Offer and believe that there are many ways in which we can do this. Whether this is in our organisation, neighbourhoods, communities or businesses, we all have something to offer. We have also outlined some specific approaches and actions that individuals and groups can take to help achieve the Offer.



Everyone

- Get involved in your community.
- Be a good neighbour, take a pride in your local area and respect your surroundings.
- Help everyone to be included.
- Have your say and let us know if we get it right.
- Help children and young people to be the best they can be.
- Buy local and support local businesses.
- Recycle, be active by walking and cycling and reduce the amount you use a vehicle.
- Get help if you need it and give a little when you can.
- Get involved in the People's Panel.



Elected Members

- Represent the views and voices of local people.
- Facilitate and negotiate solutions to community problems that empower communities.
- Influence government policies to make sure they are based on effective engagement with communities.
- Support, encourage and work alongside local people to help people to be actively engaged in decision-making and the achievement of local outcomes.
- Work collaboratively with other leaders to help establish a shared vision for the future and how best to work towards it.



Perth & Kinross Council Employees

- Be solution-focussed, inclusive and “think yes”.
- Listen, be honest, kind and respectful.
- Design our ways of working to meet people’s needs - have a risk-positive approach.
- Take a flexible and agile approach to help local communities help each other.
- Work in partnership with colleagues and other services to achieve better outcomes for people.
- Develop simpler processes which offer value for money.
- Work with all our partners to do all we can to reduce the impacts of poverty.



Businesses

- Adopt inclusive working policies to address inequalities.
- Pay the Scottish Living Wage.
- Adopt flexible working practices which enable parents to take up employment.
- Upskill employees with training and development.
- Go digital where possible.
- Offer apprenticeships and traineeships.
- Give back to the local community.
- Recycle more, recycle right.
- Pay business rates on time.
- Think local when recruiting.
- Create a healthy workplace.



Community Planning Partners

- Ensure communities are involved in setting the strategic priorities of the Community Planning Partnership through the Local Outcomes Improvement Plan.
- Work together and with our local communities to design and deliver services, supporting the development of locality plans and joint working.
- Work in partnership and focus collective efforts and resources where they can add most value to local communities and across Perth and Kinross as a whole area.
- Ensure a clear focus on reducing inequalities within local communities.
- Act to secure the participation of communities throughout all areas of work.



Why we need the Offer

Perth and Kinross is at the heart of Scotland's story with significant economic, environmental and social assets.



Perth and Kinross is at the heart of Scotland's story with significant economic, environmental and social assets. We have an urban and rural population of 152,000 people of whom approximately 50% live in and around Perth. The projected population in 10 years' time is not predicted to increase greatly but we will see more people living in the Perth area and an increase in the number of older people overall.

Despite many innovative ways of working and steady improvement across all Council services in recent years we continue to face major social, economic and environmental challenges.

Our economy is broad-based and diverse but with an over-dependence on lower-paid and lower-skilled jobs in sectors such as tourism, agriculture and hospitality, meaning that our weekly wage levels are 9% below the Scottish average. Significant issues in relation to poverty, particularly in-work poverty, across the area have been identified and due to our geography and demography, a growing issue of social isolation in rural areas has highlighted a vital need for better transport and digital connectivity. The local economy has been impacted severely by several factors, not least the COVID-19 pandemic and it is acknowledged that innovation and ambition, along with significant investment will be needed to regenerate the area.

We have a wide range of strategic plans in place to address these key challenges, however we recognise that we cannot do this alone and with traditional ways of working.

Ten years ago, the Christie Commission outlined the need for local government change, putting people at the heart of public services. Whilst since then, some progress has been achieved, the findings and recommendations still hold relevance today and the Scottish

Government continue to invest in and advocate for increased community empowerment. Perth and Kinross has many examples of transforming services in this way but we still need to do more to fully deliver this change. The Offer will support the Christie vision of:

People - reforms must aim to empower individuals and communities by involving them in the design and delivery of services.

Partnership - public service providers must work more closely in partnership, integrating service provision to improve their outcomes.

Prevention - expenditure must be prioritised on public services which prevent negative outcomes.

Performance - the public service system (public, third and private services) must reduce duplication and share services to become more efficient.

Although we have made significant progress towards these four priorities, further improvements are required in how we deliver our services as a result of competing demands.

- The Community Empowerment (Scotland) Act 2015 sets out our community planning duties. We need to further develop and expand our relationship with Community Planning Partners with a focus on where our collective efforts and resources can add the most value.
- We need to create a better working relationship with our communities to enable them to influence and participate in service delivery by moving away from the provider/customer relationship to one that empowers and enables our combined resources to be targeted to achieve better outcomes and greater sustainability.
- There is a greater emphasis on communities getting involved in the design of the place where they live. Building Scotland's 20 Minute Neighbourhoods means we need to rethink how neighbourhoods can meet peoples' daily needs within a 20 minute walk.
- The increasing demand for many services, rising costs and the changing need of our population means it's impossible to continue delivering the same support and ways of working as we have done in the past. The pace and scale of the challenges we face means we must rethink how we work with and within our communities.
- The Accounts Commission Best Value Assurance Report in 2019 commended the Council for the step change presented by the Perth & Kinross Offer in setting out how the Council will

improve in partnership with citizens and communities making the following recommendations:

“The Community Planning Partnership needs to take a more active role in leading partnership working and strategic change.”

“The Council could do more to involve communities earlier in strategic planning discussions and demonstrate the outcomes of engagement.”

“The Council is aware that it needs to do more to embed community empowerment in the way that the Council and its communities work together.”

- We need to do more to prioritise preventative measures to reduce demand and lessen inequalities which have been further impacted by the COVID-19 pandemic.



Our aim and outcomes

To support our shared vision, we wanted to capture an aim for the Offer that reflects our ambitions to work collectively with people, communities and businesses; to embrace the Perth & Kinross Offer and move forward with all of our partners to achieve this.

The aim was developed through engagement and consultation activities with all of these groups and reflects what is ultimately important to us all:

“Working together so everyone in Perth and Kinross can live life well.”

Further to our aim, our Offer sets out clear and simple commitments for everyone.

Our Offer

- Listen, be honest, kind and respectful.
- Design our ways of working around you and your community.
- Make Perth and Kinross the best place to grow up.
- Support the growth of local businesses.
- Help local communities to help each other.
- Develop simpler processes to offer value for money.
- Become a local leader in tackling climate change.
- Work with partners to do all we can to tackle the impacts of poverty.



Your Offer

- Get involved in your community.
- Be a good neighbour, take pride in your local area and respect your surroundings.
- Have your say and let us know if we get it right.
- Help children and young people to be the best they can be.
- Buy local and support local businesses.
- Recycle, be active by walking and cycling and reduce the amount you use a vehicle.
- Get help if you need it - and give a little when you can.



By 2027, through developing the Perth & Kinross Offer and the Offer in Action, we want to achieve (see, hear and experience) positive outcomes within our organisation, throughout all of our communities, and working together with our partners. Our Offer Road Map (Appendix 2) sets out clear actions which will set us on a path to achieve the following outcomes within five years.

- Locality Multidisciplinary Teams (People and Place approach fully-established and embedded) working with our Community Planning Partners, local business and communities pulling together all our expertise, skills, and resources to enable greater outcomes by co-creating and co-delivering solutions.
- A culture where staff and communities have shared sense of ownership and pride and are empowered to make decisions.
- Communities who are fully engaged in the Offer and enabled and empowered to identify, design, and deliver their own solutions. (A better understanding of the needs of local communities as well as an improved understanding of what public bodies can offer).
- A shared sense of purpose where we are all working towards achieving the same aims and developing community ownership.
- Flexibility in how we provide our services which is centred around the people receiving them and resources that enable greater effectiveness in the achievement of outcomes.

Further to the outcomes within the road map, there are a number of other ways in which we hope to see the benefits of the Offer being realised in future.



Be a good neighbour, take pride in where you live

Casey Bell, Gold Litter Picker (community activity)

Offer in Action

5-year-old Casey Bell has been picking up other people's litter while out on family walks since she was three. She started to do it herself, and now her family joins in, often extending their walks to make areas around where they live cleaner and tidier.

Outcome

When Casey's mum let the Council know what her daughter was doing, we embraced the opportunity to celebrate this special little girl, naming her a Gold Litter Picker and presenting her with very own litter picker and a visit to the local recycling centre to find out what happens next with the litter she collects.

Casey is a shining example of how everyone, no matter what age, has something to offer to help make Perth and Kinross an even better place to live.

In our organisation:

- our staff are empowered to do what needs to be done to improve people's lives - thinking "yes" and being focussed on solutions;
- we demonstrate a risk-positive, enabling style of leadership and a culture of innovation where all staff are encouraged to "think yes" and make decisions for themselves;
- we are comfortable challenging existing models of service delivery through redesign to be more sustainable;
- there is increased flexibility in how we provide our services centred around and influenced by the people receiving them;
- we have a greater sense of pace and impact in the delivery of our priorities and outcomes, building and expanding on good practice already being achieved.

In our communities:

- people are at the heart of everything that we do, and we have a shared sense of purpose in meeting our Offer aim;
- a greater sense of ownership and pride will be fostered in the area that people work and live leading to greater satisfaction with quality of life and increased wellbeing;
- greater empowerment within community groups and for individuals leads to new and creative ideas in partnership and collaboration where we build sustainable solutions for the future;

- improved relationships, partnership and collaboration are apparent between people, communities, the Council and our partners;
- there is a better understanding of the needs of local communities to develop solutions which concentrate on people and place;
- working with us is made easier for people in our communities by having key contacts and less bureaucracy;
- there is a reduction in inequalities and the gap in wellbeing outcomes for people and the places they live.

With our partners:

- we work more effectively with our Community Planning Partners and business communities by pulling together expertise, skills and resources enabling the achievement of positive outcomes for Perth and Kinross;
- there is closer partnerships and shared ways of working between agencies with a collective focus on improving the outcomes for people and communities;
- we have experienced a greater shift in focus to prevention with resources being directed to where communities need them most.



Links to the Strategic Planning Objectives

We share the vision of the Community Planning Partnership Plan for our area:

“Creating a confident, ambitious and fairer Perth and Kinross for all who live and work here”



Our Corporate Plan translates our vision into an agenda to deliver positive outcomes for our citizens and communities. 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 Corporate Plan forms part of a strategic framework that connects the vision to the detailed plans that guide the delivery of our services. The Framework ensures that all Council plans and strategies are driven by and focused on the delivery of a single shared vision for the area and our services, connecting everything we do by a “golden thread” to individual Services’ Business Management and Improvement Plans, through to day-to-day service delivery by our people.

The Offer underpins these objectives and will add pace and impact to the delivery of their outcomes by building on existing success and embedding the approach of working with our communities and empowering them to work with our frontline staff to reshape and redesign the way we deliver services.

To support the delivery of our corporate objectives, 5 themes have been identified and established as our key Offer priorities:

- Equalities, Empowerment and Fairness (diversity, perceptions, commitment, rurality, communities and partnerships).
- Enabling - Working Smarter (resources, culture, reporting arrangements).
- Economy (investment, employment, location, people).
- Education and Learning (attainment, investment, collaboration, strengthening families).
- Environment (green spaces, climate change).

We describe these priorities as the 5 “Es”. The enabler and equalities workstreams will weave through all of the other areas as they support the delivery of our corporate priorities through adopting and embedding the principles and values of the Offer.

We will develop and refine our approach by working with our partners, businesses, communities and people of Perth and Kinross.

Our priorities will focus on outcomes which have the wellbeing of our people, place, economy and communities at their core with Equalities, Empowerment and Fairness being at the heart of our approach.





The Perth & Kinross Offer principles

Our key principles will guide us as we deliver the Offer, setting some clear parameters about how we will work with our partners, communities and people to meet our corporate objectives and aim, “Working together so everyone in Perth and Kinross can live life well”.

The principles have been developed to set the expectations of how we will work in partnership with all our communities, enabling greater trust and confidence and providing clear expectations and direction for our workforce.



Bold Vision

Together our new vision and the Offer will be designed with people, communities, and partners to create a sense of purpose and a shared direction of travel.

We will be ambitious and agile in our approach and thinking to develop the Offer and deliver a bold vision for everyone to live life well.

Enabling/“Think Yes”

Together we will foster a culture of trust where communities influence change and flourish to achieve their full potential.

We will enable a culture of possibility, opportunity and capability by listening to what matters and embracing everyone in our community as having something to offer. We will address inequalities and focus on specific areas of need.

Kindness

Together we will treat everyone fairly with kindness, compassion, respect, and dignity. Our new ways of thinking and doing will include everyone.

We will nurture a “think yes” culture, act upon our values, and reflect upon our learning and progress to enable continual development.

Partnership/ Collaboration

Together we will work with all of our partners to shape services around people and communities.

We will develop joined-up solutions and integrated approaches, connecting all forms of resources together in new and productive ways.



Our corporate values

Our organisational values, which support and underpin the Perth & Kinross Offer principles, have been agreed as:

Ambition

Compassion

Integrity

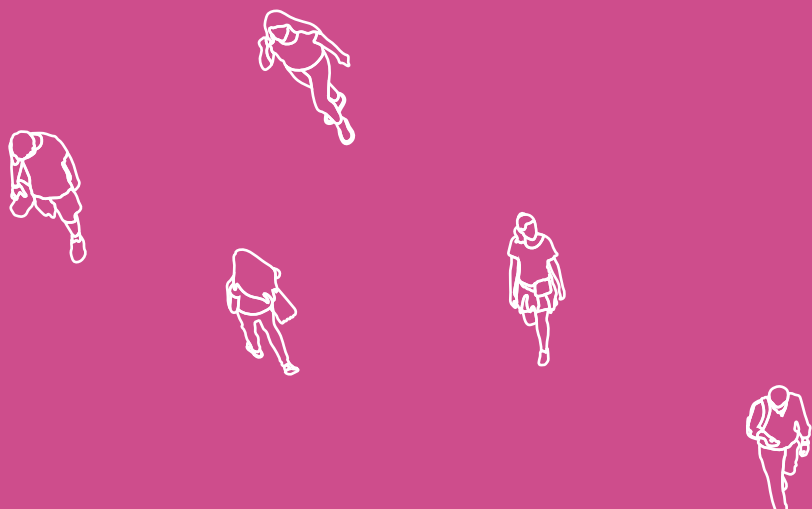
We have developed our values through extensive consultation with our workforce and wanted to move from having different sets of values between internal services to overall corporate values which relate to all. We developed the feedback, suggestions and ideas from our colleagues and considered our existing value base to agree an approach which aligns with the principles and ethos of the Offer.

Our values are an expression of the way we do things; they are drivers of our behaviours as an organisation and as individuals and they influence the way we work with each other as well as the people and communities we serve. To allow us to embed these across our wide range of services, we are working with a key group of staff from all areas, our Culture Leads, to give clear definitions to each value and underpin these with behaviours we all expect when we are living our values in service delivery.



Building our culture

We are an organisation of people delivering services for, with and to people. Staff are our most important asset. It is important that we invest in them to deliver the transformation, improvement and change we need to ensure the success of the Offer.



Relationships are at the core of our culture, the relationships with each other, with our communities. We want our staff to work with and within our communities and feel empowered to do the right thing, have freedom to “think yes” and focus on solutions for the people they are serving.

This means building upon our existing good practice and continuing to develop our organisation as one where innovation is encouraged, staff are trusted to make the right decisions and everyone’s contribution is valued. Organisational culture is about the behaviour and values that we all bring and contribute to our environment, who we are, how we behave and how this brings our organisation to life. It is based upon the shared values, attitudes, beliefs and rules that have been developed over time, by all of us.

In response to the pandemic, it was widely acknowledged that we saw a positive shift in our organisational culture, towards one where people were already thinking positively, being more solution-focused, accepting greater responsibility and working outside of normal “comfort zones”. In continuing to do this, we will build on our strengths and develop better relationships by listening, learning and working together with our partners and service users, adopting a more informal style.

To enable the delivery of the Perth & Kinross Offer we have committed to a different way of working with colleagues internally and with our communities, businesses, and people. We are developing a cultural change programme which will outline our approach and actions in 3 specific ways:

- 1 Developing our Offer - organisational development**
- 2 Communications and marketing**
- 3 Engagement activity - internal and external**

1 Developing our Offer – organisational development

Our Organisational Development Plan which was developed to support our cultural change programme is already underway but there is still a lot to be done. When staff are empowered to do what needs to be done, enabled to work in a more integrated way and given the freedom to “think yes” and be solution-focussed we see improved outcomes for people and communities.

Working internally with staff to embed our organisational values and develop behaviours and competencies will help us on our cultural change journey. Key to the success of the Offer are relationships, our engagement, collaboration and joint working with our communities, businesses and people. In response to the pandemic, it was widely acknowledged that we saw a positive shift in our organisational culture towards a culture that will be key to the successful delivery of the Offer. Many staff worked outwith their job roles, with minimum supervision and demonstrated a range of skills.

We will also need our leaders at all levels across the organisation to adopt a flexible leadership style that supports, mentors and coaches teams, unblocking issues and enabling them to feel empowered to deliver on community needs, priorities and outcomes. They will be expected to provide supportive challenge and work closely with Community Planning Partners to enable teams to develop new and innovative ways of working.

Our focus

- Having a “think yes/can do” approach with the ability to problem-solve jointly with our communities.
- People and community-focussed and having a clear understanding of the needs of people.
- Listening and seeking to understand the needs of people we are working with.
- Demonstrating the values and behaviours everyday - ambition, integrity, and compassion.
- The ability to work with colleagues to design and deliver services through the eyes of people and communities.
- A risk-positive approach and empowerment to put this into practice.
- An appetite for improvement, change and doing things differently.

How will we do this?

We will:

- develop a virtual/physical Employee Offer “experience” which outlines all aspects of the offer, sets clear direction, and focuses on the impact of our own values and behaviours;
- continue our work with organisational Culture Leads building upon our internal values of Ambition, Compassion, and Integrity to define the expectations for all of our workforce in relation to behaviours;

- enable managers to facilitate Unwritten Ground Rules sessions for teams - this is used to action plan for the culture we all want to see, hear and experience;
- develop our Leadership Programme with Leadership Masterclasses, opportunities for learning and reviewing the Development Discussion process;
- ensure our staff have opportunities for wellbeing support and established ways of giving feedback on what matters to them.

How will we know how well we are doing?

We will continue to monitor our progress, listen to feedback, and stay focussed on what we hear through; feedback from our communities, Staff Surveys & Temperature checks; Staff Engagement - focus groups and sounding boards; Cultural Leads Group and gathering feedback from cultural change programmes.



Embrace opportunities and empower staff to “think yes”

Health and Wellbeing Café

Aim

Creating an informal way to provide support, advice, and connections to services for people with care needs and their family, friends and carers.

Offer in action

The café developed organically to take advantage of an offer from a Perth city centre café to offer social care staff use of the building one afternoon a week. The staff team embraced the chance, and said let's do it, starting what became the weekly Health and Wellbeing Café.

Outcome

A mix of regular visitors and drop-ins has created a friendly welcoming atmosphere. Services can share what they're doing with café visitors and offer help either directly or by signposting. The café has developed such a community following that they returned as soon as possible after pandemic restrictions eased, ensuring staff and volunteers were all fully trained to make it as safe an experience as possible.

[Watch this short video to find out more](#)

2 Communications and marketing

Our approach to communications and marketing will ensure that we make the Offer a reality for staff and communities. It will enable the Offer to come to life by supporting behaviour change, providing clarity and enabling understanding, encouraging ownership and buy in and providing reach and impact. We will report on progress, celebrate our successes, and emphasise how the Offer themes are carried through the work we do by identifying, sharing, and telling stories of real people making a difference.

We will embed the messages and themes of the Offer throughout all the communications work we do. The aim is to support the delivery of the Offer by focussing on what we want people to.

See (raising awareness and having a clear brand so that we clearly see the Offer messages everywhere)

Think (create shared understanding which encourages us to think about how we contribute to the Offer)

Do (giving examples and stories of the Offer in action so everyone is clear about what they can do to get involved)

Our focus

- Working closely on internal and external communications and marketing to ensure consistency and to take advantage of the interconnectedness of our audiences. For example, staff are also residents, Elected Members are also business people, business people are also parents etc.
- Providing opportunities and stories for staff to understand what the Offer means for their area of the business, and to shape its development and take ownership of delivery within their sphere of influence.
- Supporting external engagement with our partners, communities, businesses, and people.
- Changing the conversation around the services we provide and the way we interact with our communities, by influencing the language we use and the stories we tell.
- Ensuring we work in areas where we can add the most value and allow people the space to tell their own stories in the way which is most comfortable for them.

How will we do this?

We will:

- deliver an integrated communications, marketing and engagement strategy which is flexible and aligned with the key principles and themes of the Offer, and details all of the campaigns and programmes being planned to support the Offer;

- raise awareness of the Perth & Kinross Offer internally and externally by implementing and ensuring consistent use of the Offer branding in a way which is visible and impactful;
- ensure the message of the Offer are at the heart of all of our communications and marketing channels by making the connection to the themes clear in all related content;
- develop a Perth & Kinross Offer toolkit for staff on how to consistently talk about the Offer, and how to share success stories;
- tell and share stories. People relate to people, so we will ensure that experiences of staff and community members are at the heart of our content;
- develop our channel strategy for the Offer, with a clear purpose and audience for each channel (website, social media, newsletters, local media etc), focussing on those which will have the most impact and help to reach the seldom heard.

How will we know how well we are doing?

Feedback from participants in engagement sessions, sentiment of online conversations and responses to stories shared will all be regularly monitored to track levels of awareness, attitudes to the Offer and examples of behaviour change through stories of the Offer in action.



Empower staff to think yes and work to reduce the impacts of poverty

Housing “think yes” fund

Aim

Empower staff working directly with vulnerable tenants to identify and fund direct solutions to issues which may have otherwise led to a breakdown in tenancies.

Offer in action

The “think yes” fund allocated a pot of money in each housing locality. Staff were given the freedom and flexibility to use the fund to assist tenants in a variety of situations, which would help them meet their tenancy obligations. This included providing white goods, floor coverings or funds toward essential household items to allow them to remain safely in the property. For some tenants it could mean a travel pass to allow them to attend important appointments, assistance with moving costs, or help to top up gas or electricity meters, or a contribution towards the initial rent due to fill a gap while longer-term sources of money were put in place.

Outcome

Fifty-four tenants were helped who might otherwise have defaulted on their rent or given up their tenancy for other reasons. The “think yes” approach gave staff the ability to address issues the identified directly, often allowing them to help tenants who were otherwise too embarrassed to ask for help.

3 Engagement activity

Key to the success of the Offer will be our engagement, collaboration and joint working with our communities, businesses, and people. By giving opportunities for people to engage, get involved and volunteer, we can listen to our local communities and better understand what matters to the people living here. We know people living in our communities have a wealth of knowledge and a breadth of skills and by building greater relationships and empowering people and groups to innovate and provide their own solutions that we will achieve better outcomes.

We will all have a responsibility to engage with our communities, businesses, and visitors as we progress our Offer journey. Many of our colleagues are already doing this daily and by ensuring we listen, gather feedback and use this to positively influence the services we deliver.

Our focus

- Hear from seldom heard groups and people in communities so we can understand better what matters to them and work together to achieve desired outcomes.
- Choose the right method of engagement, for the right audience, at the right time.
- Offer a variety of opportunities that are accessible and inclusive so everyone can be involved if they choose.
- Work alongside our communities in areas where we can add the most value, listening to people and allowing them to give feedback in a way they choose.

- Build capacity with our staff to enable them to be more confident and experienced in how they interact with our communities.
- Build capacity in our communities enabling them to be more confident having the right support and resources to contribute and influence.

How will we do this?

We will:

- develop an engagement action plan where we outline the different opportunities for people to get involved in our work;
- work with communities to identify what support, skills and resources they need to get involved;
- promote opportunities to get involved through our communications so that people are aware of what is on offer;
- develop a toolkit for staff around engagement methods, tips for events and facilitation of groups;
- work jointly with our established community groups to hear views, suggestions and ideas;
- tell and share stories - internally and externally. People relate to people, so we will ensure that experiences of staff and community members are at the heart of our content.

How will we know how well we are doing?

We hope that people will tell us when we are engaging with them, but we will also offer the opportunity after engagement events to provide feedback through evaluations and surveys.



The 5 ‘E’ workstreams

All of the 5 ‘E’ workstreams will contribute to the success of the Offer, developing the approach both internally with our workforce and externally with communities and partners. Our Education, Environment and Economy workstreams are already contributing to our strategic objectives through existing plans and strategies such as our Economic Wellbeing Plan and Climate Change Plan. The role of these workstreams will be to ensure that their plans and strategies adopt the principles, values and ethos of the offer - ensuring staff in these areas are being empowered to “think yes”, be risk-positive and innovative.

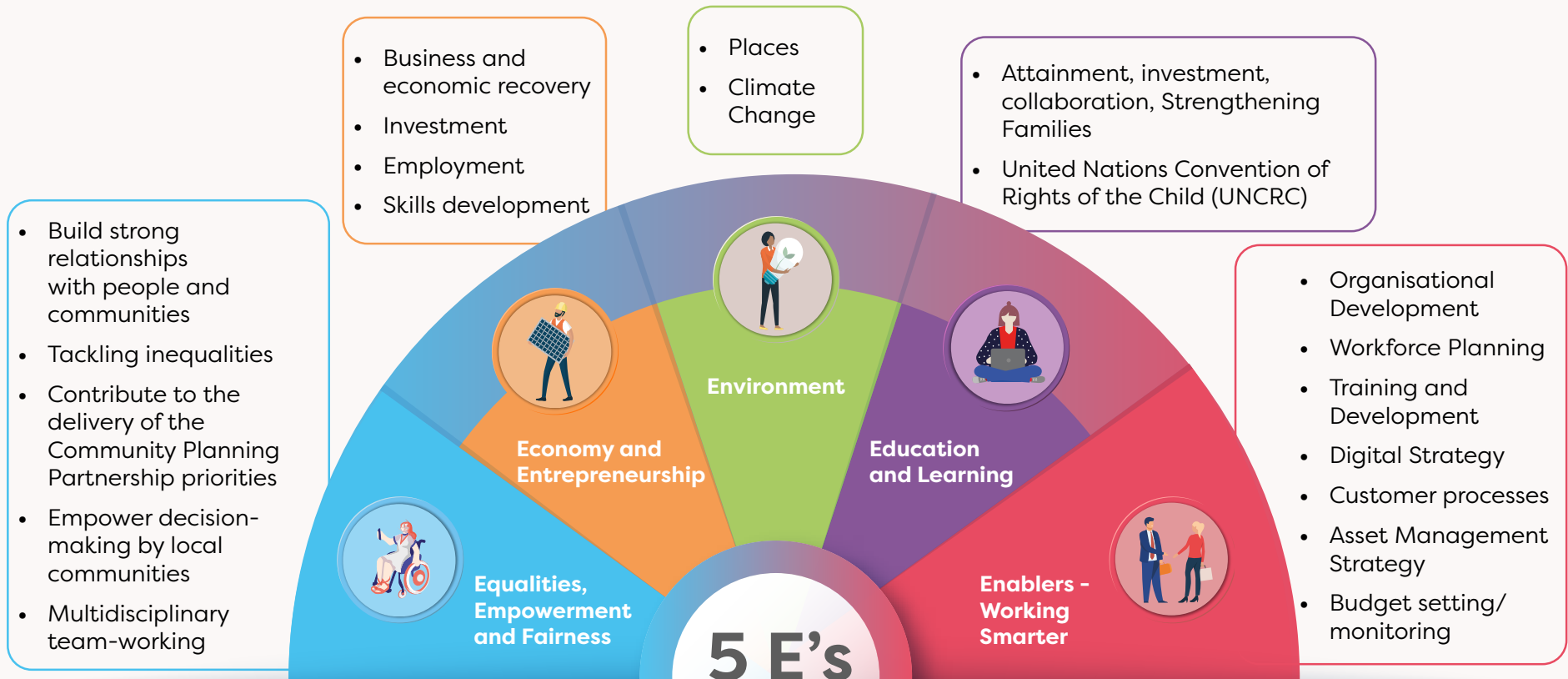
In addition to this the Enablers and Equalities workstreams will have discrete programmes of work dedicated to achieving the outcomes of the Offer and taking this approach forward. Initiatives within our cultural change programme such as the Employee Offer Experience will support our workforce to understand the aim of the Offer and embed the principles and values in everything they do. These areas of work will also weave through the other ‘E’ workstreams, advising, supporting and offering resources where needed to ensure we are achieving the outcomes of our Offer in Action.

The cornerstone to progress of the Offer in Action will be the Equalities, Empowerment and Fairness and the Enablers workstreams.

We want to avoid getting into normal business which is already detailed within other strategic documents and focus on the high-level links from the workstreams to the Offer. Each of the workstreams will demonstrate how they will take forward the ethos, principles and values of the Offer in how they deliver their day-to-day business with equalities running through the heart of how they work.

The Workstreams will demonstrate:

- an overarching statement of priorities, objectives, and outcomes;
- an explanation at how outcomes will be delivered through the ethos and approach of the Offer;
- how teams/service works with communities (place and interest);
- how leaders empower colleagues and partners to identify their needs and deliver on these outcomes;
- how leaders empower staff to “think yes”, be innovative, “just do it” and the outcomes;
- the difference made by way of reach and impact;
- how the workstream Offer will be developed.



Enablers – delivering the Offer

To support the delivery of the Offer, we need to change the way we work. It will involve challenging traditional assumptions about how we do things at work to embrace new and better ways of working. This will improve how people access our services, enhance employee experience and most importantly, achieve better outcomes for the people of Perth and Kinross.



The way we work constantly evolves as we make better use of digital technology, redesign workspace, communal areas, and public spaces, and work flexibly in terms of patterns of work, mobile working and working from home. The COVID-19 pandemic has resulted in radical changes at pace and scale in how we work - maintaining democratic decision-making throughout, redirecting resources to focus on protecting people, maintaining essential operational services, learning at home, supporting the health and wellbeing of our staff, expanding services, such as business grants and welfare payments, and setting up brand new services, such as Food Hubs and Community Vaccination Centres.

Through all of this, we have embraced digital opportunities, used our property estate and office accommodation differently, developed new skills and work practices and adapted our leadership and management practices. We have to embrace this opportunity to sustain the positive changes in how we work to match the ambitions of the Perth & Kinross Offer - workforce,

digital and our property estate are the core resource functions which are strategic enablers for change.

More specifically, from feedback we have received, we need to consider new ways of working to address key areas that are often seen as barriers such as budget, assets and governance arrangements.

Connected Resources

To maximise the reach and impact of our collective resources, we will aim to operate in a more connected, integrated way, considering all of the resources at our disposal and utilising these in the best way possible to meet the needs of our communities. Through integrated locality working, we will support our staff to work in partnership with Community Planning Partners and communities. To enhance the effectiveness of more integrated ways of working and deliver maximum impact to ensure communities have resources where and when we need them, we will better align budgets and resources.

Budgets

Council budgets are often ring-fenced to address national initiatives and by working in together with our Community Planning Partners, local businesses and the third sector we can achieve more. There are however opportunities for greater synergies on how we all use our resources.

- We will continue to review our budget process, aligning budgets to meet agreed priorities shifting where possible to a connected resources model, with a greater emphasis on communities' needs and early intervention and prevention.

- By working with our partners and communities there is greater potential to access alternative funding solutions and to review gaps and areas of overlap where groups could work together to address similar outcomes and maximise opportunities for attracting sustainable funding.
- We will further promote participatory budgeting and seed funding to support social enterprises and community initiatives.
- We will enhance support to community groups to develop the skills and knowledge necessary for them to access a range of funding options.
- We will simplify our processes for funding applications.

Physical assets

We will also consider our physical assets, eg buildings, green spaces. By better understanding community needs and mapping these to the available assets, we can create greater opportunities to use these assets more effectively.

- Through the Investment Blueprint we will develop a rolling 30-year investment plan which will deliver a connected, resilient, and sustainable programme of digital, commercial, and inclusive projects that support the Perth & Kinross Offer.
- We will work with each other, partner organisations, communities and the third sector to identify and support opportunities for shared spaces to maximise the use of physical assets and enable individuals, communities, and businesses to share ideas, skills and connections.
- We will work with groups and communities and provide greater support to the delivery of Community Asset Transfers.

Digital Perth and Kinross

Our refreshed Digital Strategy 2022-2027, will underpin the Perth & Kinross Offer by:

- taking a “One Council” approach to digital and IT, that prioritises value/benefit for citizens, learners, business and staff over local/Service change;
- enabling a Modern Digital Workplace in which our secure, integrated infrastructure allows us to deliver joined-up modern services from anywhere that can be accessed any time;
- ensuring our new Corporate Customer Service Strategy delivers high-standard digitally inclusive services for all;
- growing citizen and staff confidence in using new technologies for connecting, collaborating and communicating.

Our approach is to:

- continue growing customer choice, by standardising and simplifying how and when anyone can engage with us;
- use software solutions to improve data-sharing and collaboration, reducing duplication, overlap and the use of paper;
- mature our use of data, intelligence and analytics to better inform decision-making and target services;
- drive joint digital programmes that cross Services, disciplines and organisational boundaries to assure the secure design and implementation of inclusive digital solutions.

How will we do this?

- By building strong strategic partnerships with Services, partner organisations and communities that promote collaboration on digital service design.
- Using Service design principles to ensure the customer is at the heart of digital service design and delivery.
- Embedding robust enterprise architecture approaches that develop our digital and IT infrastructure as a platform for citizen participation: something our citizens use themselves rather than something we use to do things for them.
- Listening to, and working with, communities to understand and reduce digital exclusion and inequality.

How will we know how well we are doing?

- Monitoring uptake of our online channels and comparing this with Customer Contact Centre contacts (failure demand).
- Further embedding our approach to Business Change and Benefits Realisation to make sure we have service baselines against which we can compare the impact of digital change.
- Monitoring service availability and IT operational performance.
- Analysing uptake and feedback from digital skills events.

Governance Arrangements

It is clear that we need to change the way we work and, our culture and the governance arrangements for reporting progress, need to be clear, supporting and enabling the delivery of our Offer outcomes and ethos.

We already have a number of established governance and reporting arrangements in place that help to meet our corporate outcomes, agreed service actions and objectives by holding us responsible for achievements and monitoring their delivery. Progress in delivering the Offer will be reported through a range of these established groups and once fully embedded we will report progress within all existing reporting frameworks and committee structures, including within service plans and our Annual Performance Report.

Our Offer Programme Board which take responsibility for oversight of progress on our outcomes and update reports on specific actions within the key milestones road map will be regularly submitted for monitoring and scrutiny purposes. The Board will be made up of members from our existing Executive Offer Team (EOT) and other appropriate Officers.

Further to this, there are wider plans to review all of our internal governance structures and along with increased locality working, we will enable the principles and ethos of the Offer to be further integrated into our decision-making processes.

Equalities, Empowerment and Fairness

Although Perth and Kinross may be considered by some as an affluent area, many people living in our communities experience the consequences of poverty and inequality. Significant issues in relation to poverty, particularly in-work poverty, across the area have been identified. One in every 5 children in Perth and Kinross lives in poverty (as defined by the Scottish Government). There are families who struggle to put food on the table.

We have a growing issue of social isolation in rural areas and many households face difficulties in accessing services, highlighting a vital need for better transport and digital connectivity.

The impact of the pandemic has widened the inequalities gap partly due to the loss of income from employment.

The aims

The Equalities, Empowerment and Fairness workstream was established to:

- add pace to the Offer and enhance relationships with communities to tackle inequality and provide better outcomes for individuals;



- consider new ways of working through establishing locality multidisciplinary teams to deliver an integrated, flexible model of service delivery designed around people and place with a focus on enabling supportive and inclusive communities.

What do we want to do?

- Build stronger relationships with our communities, creating a shared sense of purpose to deliver 'the Offer'.
- Find new ways to deliver services in a more joined-up and flexible way by establishing multidisciplinary locality teams with the ability to be more responsive to the needs within local communities, and to work together in partnership to address them.
- Empower more decision-making by local communities, with budgets and resources.
- Keep working to tackle discrimination and prejudice, promoting equal opportunities for all, creating a fairer Perth and Kinross.
- Fully understand the impact of COVID-19 on communities across Perth and Kinross, and what support is needed to recover.
- Work to deliver this in a step-by-step way making sure everyone understands and is engaged at each step.
- Gather information on what we hear from these localities and work together to develop solutions with a particular focus on learning from lived experiences.



Design our ways of working around you and your community

Making Where We Live Better Group

Aim

To work with residents with learning disabilities to identify what they needed to help them feel safe and included in their communities and to access and sustain tenancies.

Offer in action

Initially named 'Us and the Housing', from the very beginning the group has been about how ways of working in housing services and communities can be better designed to support people with learning disabilities. Focussing on the issues they have identified and the areas they want to work with the Council and other groups to improve.

Outcome

Over the 10 years since it was formed the award-winning group has focussed on tackling anti-social behaviour, improving information and communication, and getting involved with other Perth and Kinross community groups. In 2011 they commissioned, wrote and starred in a film about the verbal abuse and harassment some people with disabilities experience when out and about in their local areas. The video and education pack is still used to this day to raise awareness about the impact of harassment and the law.

Celebrate 10 years of Making Where We Live Better with our short video.



Work with partners to do all we can to reduce the impacts of poverty

Supporting Community Food Groups

Aim

To address issues of food insecurity and food poverty caused by lockdown, self-isolation and restrictions in place at the start of the pandemic on an area basis.

Offer in action

Community groups across Perth and Kinross mobilised quickly at the start of the pandemic to respond to local issues around access to food. As lockdown and social restrictions impacted on jobs, schooling and the regular means of support to address food insecurity and food poverty, people across Perth and Kinross got together to help their friends and neighbours.

Outcome

This groundswell of public action provided important practical support in the communities where it was most needed. Sadly, while the restrictions of the pandemic have eased, the need for these groups has continued. To support their development Councillors agreed funding in the 2021 budget to support their work. This allows them to continue to help the people who need it most and gives the groups a point of contact within Perth & Kinross Council to strengthen their networks to help signpost to other sources of help in the area.

Economy and Entrepreneurship

The Economic Wellbeing Plan was approved by Council in March 2021. A monitoring framework is now in place to support its delivery and allow the members of the Economic Wellbeing Task Force to assess effectiveness and the need for change to our strategic direction. This will enable us to meet the needs of people, businesses and places. The Task Force is mindful that the longer-term economic impact of COVID-19, and indeed the UK exit from the European Union, may take some time to understand and respond to and therefore the Plan must remain flexible. This workstream is integral to the Offer as it is the principal means through which the Council will respond to the needs of residents seeking to enhance their employability skills or secure work. It's also an important driver of Community Wealth Building by encouraging retention locally of as much expenditure as possible.



- Enabling more digital businesses across all sectors.
- Upskilling individuals to participate more fully in the automated, digital economy.
- Re-imagining places as vibrant 20 minute neighbourhoods.

What do we want to do?

- Ensure everyone has equal access to higher-skilled, better-paid work.
- Encourage and support more people to live and work locally.
- Encourage talented people to make Perth and Kinross their home.
- Work with our communities and the businesses that are part of them, to identify bold and ambitious projects and programmes.

The aims

- Embedding a spirit of entrepreneurship across our communities.
- Seeking out new approaches to Community Wealth Building wherever possible.
- Identifying and supporting clean growth opportunities.
- Focussing on harnessing our area's immense natural capital.



Creating opportunities for young people

Routes into construction

Aim

Giving young people opportunities to explore a potential career path and build the future workforce needed to support Scotland's infrastructure ambitions.

Offer in action

Local businesses, Developing Young Workforce Perth and Kinross and Council services have worked together to provide care-experienced young people the opportunity to learn about what working in construction is like. They hear from real people working in the industry, get on-site experience and gain a valuable health and safety qualification.

Outcome

Around 20 young people have worked through the programme, a few of whom have gone on to obtain full-time employment in the sector, but all have had their eyes opened to careers they might not have previously been aware of as an option.

Education and Learning

Our focus is to ensure that children, young people, and their families receive appropriate experiences and support to best meet their wellbeing and learning needs and achieve positive outcomes. A key focus for our work is early intervention and prevention, raising attainment for all, closing equality gaps, delivering equity and enabling inclusion in all of our services. We remain committed to GIRFEC and ensuring that children and young people are safe, healthy, achieving, nurtured, active, respected, responsible and included and that they and their families receive the help they need, when they need it. Similarly, we remain committed to community justice and building successful support for people who have committed a crime, and their families, to help break the cycle of reoffending. We will continue to ensure that our services are responsive to the needs of people and communities. In line with the Perth and Kinross Offer, we will ensure that the views of the children and people who use our services are at the heart of our work, and we will focus on personal and collective wellbeing so that everyone can make a positive contribution to our communities.

We will involve children, young people and adults who receive our services to evaluate how well we are doing; as well as when we design new services or when we make changes. Examples already underway include:

- Extensive, large-scale consultation in the design and delivery of Early Learning and Childcare.
- Specific participation and involvement of Young Carers in the creation of a Young Carers Strategy.



- Involving young people in commissioning universal youth work providers.
- Involving people in the justice system to design a new service for men called EVOLVE.

Over the next two years we will:

- ensure that children and families whose needs are greatest are prioritised by further strengthening our GIRFEC approach, embed UNCRC and building capacity in universal services;
- raise attainment & achievement for all and closing the attainment gap: deliver the Raising Attainment Strategy 2020-23;
- support high-quality child development by continuing expansion of Early Learning and Childcare and 1140 hours;
- use the learning from REACH to develop a transformation programme to deliver on the Promise for whole family support;
- improve inclusive practices across all schools and services;
- improve the mental health of children, young people, and families by implementing a Mental Health Strategy and make plans to draw down recurring funding;
- support the local economy by developing our young workforce and supporting the Young Person's Guarantee;
- contribute to a new Community Justice Outcome Improvement Plan for 2021-24 and further develop the service for men in the justice system;
- build on experiences through 2020 and 2021 to develop a digital strategy for learning;
- ensure our services, facilities, staff and learners address sustainability and climate change.



Creating opportunities for young people

REACH

Aim

To allow young people at risk of going into care to remain in their communities and achieve their potential.

Offer in action

Each young person is supported by a range of professionals working together, directly or indirectly, based on their individual needs. In keeping with the belief that the young person should be at the centre of all decisions, they are helped to express their own views about what they need and how to best support this. Independent advocates are offered as a way of helping young people to have their voices heard.

Outcome

REACH has helped to reduce by two-thirds the number of young people in Perth and Kinross who move into group care settings rather than remaining in their community. By working to support each young person who the service engages with to be resilient, engaged, achieving, confident and healthy, REACH helps to individuals to achieve their potential and prove to themselves that they have something to offer to their community.



Creating opportunities for young people

Perthshire Youth Work Partnership

Aim

To refresh the commissioning arrangements for universal youth work across Perth and Kinross to deliver an enhanced and effective youth work, engaging young people in communities, inspiring and supporting them to realise their potential.

Offer in action

Recognising that the grant application cycle was putting youth groups across Perth and Kinross at risk, the Council teamed up with Gannochy Trust to form a new partnership to provide a more stable source of funding and at a higher level than previously available. This allows the youth work providers to focus on working with local young people across Perth and Kinross with an organisation contracted to work in each of five partnership areas. Young people were involved in the commissioning process working alongside Council Officers to make decisions about contract specifications and awards.

Outcome

Annual reports on the partnership show that youth work groups who are funded by the partnership have been able to deliver to increasing numbers of young people and at the same time grow stronger learning from each other and sharing training, skills, experience and resources. This placed them in a good position when the pandemic hit, so that jointly and separately the partners were able to safely support young people, their families and wider communities during this time. Independent evaluation has been very positive.

Read the Perthshire Youth Work Partnership annual reports

Environment

Climate Change is one of the biggest risks facing our planet and the Intergovernmental Panel on Climate Change has warned that we only have a limited period to take decisive and serious action to avert this crisis and avoid the worst impacts. Delivering on the challenging targets for Perth and Kinross to reach Net Zero on or before 2045, cannot be delivered by the Council alone. Only 3% of the total emissions within the area are through direct emissions from Council activities. We can however influence a range of other emissions and in the spirit of the Perth & Kinross Offer work needs to be undertaken with our communities and businesses to facilitate the transformational change required to become Net Zero.



- Empowering our communities and businesses to take climate action in line with the Perth & Kinross Offer.

What do we want to do?

- Work in partnership with our residents, businesses and community partners and support them to make transformational change.
- Act as an enabler to community-based climate action.
- Develop, where needed, partnership agreements to provide accountability.
- Consider the recommendations and guidance of the Perth and Kinross Climate Change Commission in future plans and action.
- Provide and signpost our communities to trusted sources of advice and funding.

The aims

- Achieving Net Zero aligned with the Paris Agreement and the Scottish Government Targets, with the ambition of achieving them sooner.
- Building a more resilient Perth and Kinross.
- Delivering a just transition and a green recovery to COVID-19.
- Preventing an ecological emergency and enhancing biodiversity.
- Engaging and empowering children and young people to take action on climate change.



Help children to be the best they can be and get involved in your community

Alyth Young Placechangers

Aim

Help young people in Alyth to see how they can contribute to the local area and identify where the town can better reflect the needs of younger residents.

Offer in action

Young people working with Alyth Youth Partnership (AYP) also volunteer to support Alyth in Bloom, and creating and recording the script for a listening post to be added to the Burnside redevelopment to tell visitors about Alyth's past and present. AYP members are also working with the Bloom Group and the local Community Council to deliver a young placechangers programme, starting with building and installing sheltered benches in Alyth Square for a safe place for young people, and other local residents, to hang out together and be visible.

Outcome

Young people are involved and contributing to community projects within Alyth and can help shape spaces in their town which will be welcoming for them and other residents.



Help communities to help each other and empower staff to “think yes”

Visitor Rangers

Aim

Support responsible tourism as staycations soared during the pandemic. Welcoming people to Perth and Kinross safely, and with consideration for local residents and the environment.

Offer in action

A team of Visitor Rangers covering the tourism hotspot areas, together with a public communication campaign and online resources, worked together to provide clear information ahead of and during the tourist season to support a safe and welcoming experience in Perth and Kinross. The Rangers worked closely with existing Greenspace Rangers, Community Wardens, and a number of community partners to ensure education and enforcement messages were consistent and any issues resolved quickly and efficiently.

Outcome

All our Rangers and staff involved have gone above and beyond in their work, and feedback has been very positive. Communities have reported that the presence of our Rangers made a welcome difference by helping educate visitors, as well as helping to make local residents feel safe.



Appendix 1

Front-facing external communications

The Perth & Kinross Offer

In Perth and Kinross, we believe that everyone has something to offer.

By all playing our part, and through kindness and compassion, we can make Perth and Kinross an even better place to live. That could be as simple as helping with a neighbour's gardening or shopping; having a chat; socialising and shopping locally; recycling more; getting involved with community groups or volunteering at your local sports club. All these little things matter, making our communities stronger and allowing everyone to contribute.

We also want to hear what matters to people living, working and visiting our areas. By listening and understanding what they want and need - whether that's in Blairgowrie, Crieff, Kinross, Perth, Pitlochry; everywhere in our area - we can make everyone's lives better.

We're determined to improve how we look after our children, support local businesses, take care of our streets and neighbourhoods - and prioritise what matters to you.

Our offer is to help communities to help each other; to create opportunities for our children and young people; and to design how we work with you and your community. We're only able to do that by listening to you.

So, what's your offer? What can you do to make Perth and Kinross an even greater place to live and work?

This is our joint "Offer" and commitment of what we can all offer in our communities and areas to help people who live, work and visit Perth and Kinross to live life well.

Our Offer

- Listen, be honest, kind and respectful.
- Design our ways of working around you and your community.
- Make Perth and Kinross the best place to grow up.
- Support the growth of local businesses.
- Help local communities to help each other.
- Develop simpler processes to offer value for money.
- Become a local leader in tackling climate change.
- Work with partners to do all we can to tackle the impacts of poverty.

Your Offer

- Get involved in your community.
- Be a good neighbour, take pride in your local area and respect your surroundings.
- Have your say and let us know if we get it right.
- Help children and young people to be the best they can be.
- Buy local and support local businesses.
- Recycle, be active by walking and cycling and reduce the amount you use a vehicle.
- Get help if you need it - and give a little when you can.



Why do we need the Perth & Kinross Offer? We're determined to build new relationships within our communities.

- We know communities are better at identifying their needs and designing solutions, by focussing our efforts and resources, we can make a positive difference to people's lives.
- We want to help everyone in Perth and Kinross to support each other in the long-term.
- Another aim is to rethink how our neighbourhoods can meet all your daily needs.
- The increasing demand for services, rising costs and the changing needs of our population means it's impossible to continue delivering the same support and ways of working as we have done in the past.

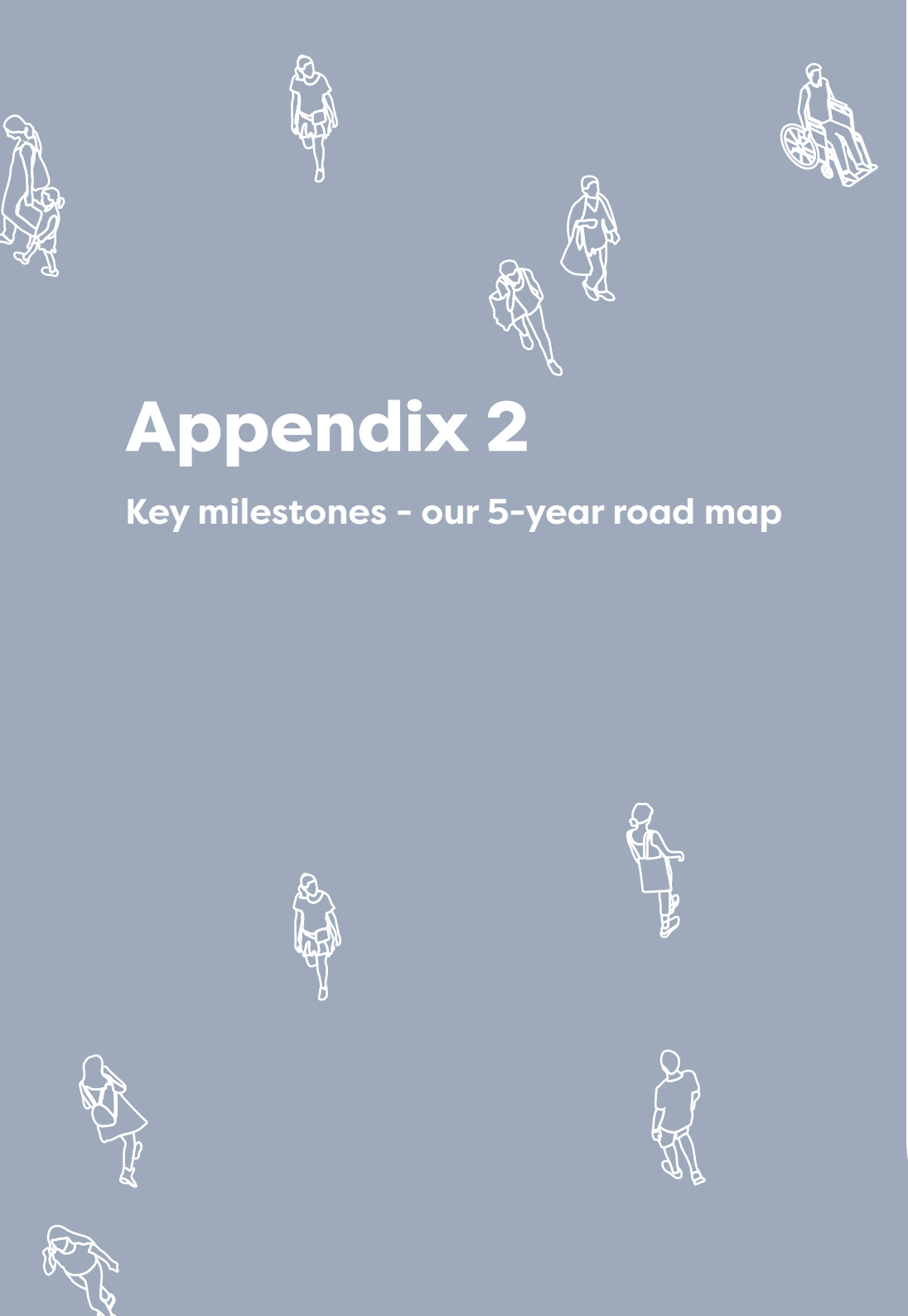
What difference will the Offer make?

- People will be at the heart of everything that we do.
- People will be happier, healthier, and more resilient - with communities empowered to make decisions.
- Perth and Kinross will be a better, greener, and fairer place for people to live, learn, work, play and visit.
- Resources will be directed to where communities need them most.
- People's needs will be met in a better way, and we'll make working with us easier.

- We'll improve our digital services to make contacting and accessing services simpler.
- Staff are empowered to do what needs to be done to improve people's lives - being solution-focussed and thinking "yes".

The Perth & Kinross Offer in Action is about working with our communities and making opportunities for everyone - both businesses and residents - to play their part. We've encouraged people to volunteer in their local areas and find out more about what's going on locally. We will help the Offer to grow by promoting all of the different areas where people are helping out in their communities and proving that they have something to offer.

We also want to give everyone the opportunity to come together to have their say, help us deliver the Offer and improve how we work with our communities.



Appendix 2

Key milestones - our 5-year road map

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Equalities, Empowerment & Fairness					
Multi Disciplinary Model Established					
Mapping of Current Landscape	↔	→			
Understanding our Localities	↔	→			
Locality Frameworks Developed	↔	→			
Multi Disciplinary Model Rolled Out		→			
Investment Blueprint					
Mapping of Physical Assets (Buildings & Greenspaces)	→				
Development a Locality Based Investment Blueprint	→	→			
Take forward Actions of the Investment Blueprint	↔	↔	↔	↔	↔
Community Engagement					
Themed Offers Developed		→	→	→	→
Economy, Education & Environment Workstreams					
Themed Offers Developed		→	→	→	→
Culture Change					
Employee Experience Offer Developed	↔	→			
Leadership and Management Programme	↔	→	→	→	→
Organisation Development Plan Developed and Implemented	↔	→	→	→	→
Review support, training and investment for communities	↔	→			
Engagement					
Assess demand for support and identify solutions	↔	→			
Develop sustainable funding solutions	↔	→			
Programme of engagement	↔	→	→	→	→
Promote opportunities to get involved	↔	→	→	→	→
Communication/Marketing					
Public Consultation on priorities and spend	→				
Plans for different themes/workstreams developed	→	→			
Marketing Strategy developed	→				
Integrated communication, marketing and engagement strategy	↔	→			
Enabling the Offer					
Budgets aligned to priorities and localities	→	→			
Governance Review	→				
Simpler funding processes	→				
Empowering communities to access funding - skills development	→	→			
Digital Strategy	↔	→	→		
Human Resource Policies & Workforce Plan	↔	→	→		
Performance and Risk Management	↔	→	→		
Customer Processes and systems refined	↔	→	→	→	→

The Perth & Kinross Offer In Action

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.

www.pkc.gov.uk

(PKC Design Team - 2021242)



everyone The Perth & Kinross Offer
has something to offer