



# Perth & Kinross Council Draft Corporate Plan

2022-2027

**everyone** The Perth & Kinross Offer  
has something to offer

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# Introduction

Welcome to our draft Corporate Plan for 2022-2027, a plan which seeks to deliver for all our communities across Perth and Kinross, with a focus on those who are in greatest need.

This plan sets out our vision for a Perth and Kinross, **where everyone can live life well, free from poverty and inequality**. It proposes a number of key priorities for the next five years. It also reflects the principles of the Perth and Kinross Offer where we are looking to better engage with people and communities and ensure that you have your say and are involved at an earlier stage in our strategic planning discussions.

During October and November we want to hear from you, from local groups and communities. We would like to hear your views and feedback on this plan and priorities to ensure that you have an opportunity to influence its development. So please take the time to consider it, discuss it with others and provide us your feedback.

The draft priorities have been developed from our assessment of community needs including feedback we received through a range of mechanisms, meetings with community groups as well as our Council team and elected members.

As a Council we are committed to serving the people and communities of Perth and Kinross and delivering the best possible services that we can within the resources at our disposal. In doing this we recognise that our focus requires us to continually consider the services which make the biggest difference to those in greatest need.

The pandemic of recent years has only added to the significant and increasingly complex challenges we face. The equalities gap we were working to address has widened and our local economy, like others has been hard hit. Alongside this we are seeing increasing demands for services while facing reductions in the resources we have available to meet these demands. All of this will mean difficult decisions on where we commit our resources and will require reductions in some areas.

Despite the challenges that our communities and the Council face, we have shown in our recent response to Covid that we are at our best when working together to provide much-needed support to vulnerable people hardest hit by the pandemic. We are committed to building on those positive relationships and the development of local support networks to change the way we work with and within our communities. Through the Perth and Kinross Offer, we are committed to strengthening the place of communities at the heart of all that we do.

This plan is not intended to simply sit on a shelf. It will be our guide to help us as we make decisions about where to prioritise our activity and resources in the coming months and years as we transform the Council as an organisation to deliver on our commitments to listen to communities and work in partnership to tackle poverty, reduce inequalities, improve wellbeing and support sustainable communities. It is also a document which allows you and communities to hold us to account on our delivery.

We will work with and within communities to deliver on these priorities in their areas in a way that recognises local needs and infrastructure. We recognise that there may be requests for investment and support from communities which we are unable to meet. In those cases, we will support communities to come together, connect with other relevant partners and identify alternative sources of funding and resources to help them make their local ambitions a reality.

While this is a five-year plan, we know that there will be things outwith our control that will change. At the time of writing we are recovering from two years of disruption from the pandemic and now face soaring inflation, the cost of living crisis and increasing pressure on budgets which are already tight, with many new and unplanned demands. All of this reinforces the need for us to focus on where there is real need

However, we also have the benefit of two years of learning and adapting in the face of overwhelming odds. We know that with the talents, strength of will and resilience of our local people, communities, partners and the staff of Perth & Kinross Council, there is nothing that we cannot do together.

That is why we want to hear from you now and throughout the lifetime of this plan.

Is our vision and are the priorities set out in this document the ones that will make a real impact on the lives of people living in our area? If not, what should we be focussing on instead?

We will listen carefully to your feedback and the final document presented to Councillors at the end of 2022 will reflect our considered position on all the information we have. Although we will publish a finalised Corporate Plan in December, we will regularly

monitor our performance against each of the key priorities, we will ask you how we are doing and each year check to ensure that they are still relevant and effectively contribute to our proposed vision for a Perth and Kinross where everyone can live life well, free from poverty and inequality.

Thank you for taking the time to get involved in shaping this plan for our area.



**Councillor Grant Laing**  
**Council Leader**



**Thomas Glen**  
**Chief Executive**

# Section 1: Vision and priorities

## Our draft vision and strategic outcomes

Our vision is for

*a Perth and Kinross where everyone can live life well, free from poverty and inequality.*

To achieve this we will work with and within our communities to ensure that:

- Children and young people grow up safe, respected, well-educated, and confident in their ability to realise their full potential.
- People and businesses thrive in an inclusive and sustainable local economy across Perth and Kinross.
- People can achieve their best physical and mental health and have access to quality care and support when they need it.
- Communities are resilient and physically, digitally and socially connected.
- Perth and Kinross is a sustainable and safe place for this and future generations

## Our draft priorities

These seven priority areas are those which we think the Council can directly influence and have the most impact on, and those which are most important to delivering our vision of Perth and Kinross as a place where everyone can live life well, free from poverty and inequality.

As Council resources are limited our priorities will also act as a guide when making difficult decisions about where to invest our funding and staff time and how to make best use of our other assets.

The listing of these priorities is not intended to indicate that any one is more important than the other. There are linkages and dependencies between each priority and only by taking action on all of them will we see the change needed to achieve our vision.

- Tackling poverty
- Tackling climate change and supporting sustainable places
- Growing a sustainable and inclusive local economy
- Enabling our children and young people to achieve their full potential
- Protecting and caring for our most vulnerable people
- Supporting and promoting physical and mental wellbeing
- Placing communities at the heart of how we work

**Section 2** contains details about each of these priorities and the activities which underpin each one.

## Our key principles

Delivery of these priorities will be underpinned by our key principles:

- Focusing on need informed by evidence and data, rather than demand
- Working with our communities and partners, and putting people first
- Being a visible and valued part of our communities, engaging with and being accessible and responsive to our residents
- Prevention and early intervention to help achieve the best long-term results for people
- Supporting our workforce to be the best, ensuring they are well-trained and empowered to make decisions
- Making best use of available assets including transferring or otherwise disposing of those which can best serve the community in a different way
- Remaining true to our organisational values of integrity, compassion and ambition

## Defining our performance indicators

Each of our draft priorities are supported by a series of performance indicators. We have classified each indicator as control, influence or inform.

This shows the distinction between indicators which the Council has direct control over, in terms of the services we provide and how we

deliver these, what we can influence but which is also impacted by external factors outwith our control, and those which we have no direct control or influence over, but which inform our decision making in terms of how we prioritise our activity or deliver improvements.

Wording for some of the draft performance indicators has still to be confirmed to ensure that we can consistently report on these. This will be addressed as we receive feedback on the draft document and before the final Corporate Plan is brought back to Council in December.

## Risks

Our Strategic Risk Register is regularly updated to reflect the risks to the organisation. Many of the priority areas highlighted in this draft corporate plan are already reflected in our risk register. On completion of the final 2022-2027 Corporate Plan we will review our risk register to ensure that any additional risks associated with the delivery of our priorities are identified and actions to mitigate these progressed.

## Linking our strategic approach

The Corporate Plan sets out our strategic approach - what we want to achieve and the high-level priorities and activities which we believe will help us get there. It is not designed to stand alone, but acts as an overarching guide under which all of our strategic documents sit, including the Perth and Kinross Offer Framework, the Transformation and Change Strategy, the Financial Strategy, and individual thematic strategies.

# Section 2: Priorities

## Draft priority: Tackling poverty

**This priority contributes to delivering strategic outcomes:**

- Children and young people grow up safe, respected, well-educated, and confident in their ability to realise their full potential.
- People and businesses thrive in an inclusive and sustainable local economy across Perth and Kinross.

### Key actions

- Prevent and mitigate the impacts of poverty for children living in Perth and Kinross
- Mitigate cost of living pressures for households experiencing or at risk of poverty
- Maximise income from benefit entitlement and concessions for households
- Promote and encourage local employers to follow the principles of the Scottish Government Fair Work Action Plan, including the real Living Wage and Scottish Business Pledge.

### Context

Perth and Kinross has a reputation as an affluent place to live with higher than average rates of employment. However, many children

and households experience the damaging effects of poverty and the covid pandemic and current cost of living crisis present significant challenges for many of our households.

Our mix of rural and urban areas means the experience of poverty may be different for people depending on where they live, with a rural poverty premium for people living outside our large settlements. Precarious employment, and costs and availability of affordable housing, transport, and childcare alongside additional costs for essential goods and services mean living in one of our rural areas can be particularly difficult.

Approximately one in four children in Perth and Kinross are living in poverty. That's more than 5,100 children. The causes and impacts of child poverty are complex. There is no single solution to poverty as each household's circumstances will differ, but the Council, with partners, will lead action to prevent and mitigate the impacts of poverty for children living in Perth and Kinross.

The cost of living crisis will impact on all households and many will struggle to meet essential household costs such as heating their homes, putting food on the table and paying for goods and services. The crisis has driven the need for greater focus and action to protect our most vulnerable residents.

The Community Planning Partnership has identified poverty, including food, fuel and transport poverty, as a key strategic priority in the draft Perth and Kinross Local Outcome Improvement Plan. Whilst no single service or agency has the power to end poverty by working in partnership with the Community Planning Partnership

and our communities there is much we can do to make the lives and life chances of those living in poverty better and brighter.

Given the linkages between the contributors to poverty and employment, housing and energy costs there are a number of

performance indicators which will tell us about our progress against our priority to tackle poverty which will also tell us about progress on our economy and climate change priorities.

Links to associated existing strategies can be found in **Appendix 1**.

## Draft performance indicators

Key Actions	PI	Control / Influence
Prevent and mitigate the impacts of poverty for children living in Perth and Kinross	Percentage of children living in poverty after housing costs in P&K	Inform
	Cost of the school day	Control
	Number of families presenting as homeless	Influence
Reduce cost of living pressures for households in and at risk of poverty	Number and percentage of workless households	Inform
	Pay gap or living wage indicator	Inform
	Percentage of households in fuel poverty	Inform
	Percentage of adults reporting that, at some point in the previous 12 months, they were worried that they would run out of food	Inform
	Percentage of Council housing meeting the Energy Efficient Standard 2 for social housing (minimum EPC B) <sup>1</sup>	Control
	Number of P&K households provided with energy efficiency and/or low carbon heating advice (PKC funded) <sup>1</sup>	Control
Mitigate cost of living pressures for households experiencing, or at risk of, poverty	Number of affordable houses built	Influence
	Number of new publicly available social housing units including buybacks, conversions and empty homes conversions	Control
	Average (median) monthly rents private sector and local authority	Influence
	PKC gross arrears as a % of gross rent due for the reporting year	Influence
	Percentage of unemployed people assisted into work annually as a result of Council/Local Employability Funded Partnership funded employability and skills programmes <sup>2</sup>	Influence
	Number of people supported into positive destinations through employability and skills funded programme <sup>2</sup>	Influence



Key Actions	PI	Control / Influence
	Number of adult learners supported to improve their employability or digital skills <sup>2</sup>	Control
Maximise income from benefit entitlement and concessions for households	Scottish Welfare Fund Crisis Grant applications	Influence
	Best Start Grant applications	Influence
	Pupils registered and taking free school meals and clothing grants	Control
	Number of under 22s with free bus pass	Influence
Promote and encourage local employers to follow the principles of the Scottish Government Fair Work Action Plan, including the real Living Wage and Scottish Business Pledge	Number of employers signed up as Living Wage employers in Perth & Kinross	Influence
	Proportion of people earning less than the real Living Wage	Influence

<sup>1</sup> Indicators also contribute towards demonstrating progress against the key action to improve energy efficiency, under the climate change priority.

<sup>2</sup> Indicators also contribute towards demonstrating progress against the key action to support job-readiness and access to higher paid work, under the local economy priority.

# Draft priority: Tackling climate change and supporting sustainable places

This priority contributes to delivering strategic outcome:

- Perth and Kinross is a sustainable and safe place for this and future generations

## Key actions

- Support the prioritisation of sustainable, cleaner and greener transport in line with the National and Regional Transport Strategies
- Invest in innovative green power and smart technology solutions to reduce reliance on electricity from the national grid and create opportunities for business growth and regeneration
- Improve the energy efficiency of our Council housing stock and public buildings, and encourage our partners and private householders to consider where they can make improvements
- To conserve and enhance the biodiversity of our natural environment
- To adapt to and mitigate the impact of climate change on the way we operate

## Context

In June 2019, the Council declared support for the Scottish Government and UK Parliament's climate emergency statements. While climate change is a global problem, the impacts are felt locally, and we all need to work together if we are going to mitigate the impact of climate change and address the causes.

Councillors unanimously backed the **Perth and Kinross Climate Change Strategy and Action Plan** in December 2021. This sets out detailed actions for how the Perth and Kinross area will reach net zero carbon emissions by 2045. The Climate Action Perth & Kinross website provides the most up-to-date look at the progress of the action plan and information on community climate action projects and groups.

In setting our draft actions under this priority we have tried to focus on those which we can deliver either ourselves or by working closely with established partners. However, in this area more than any other it is important that we lead by example embedding a climate aware approach into every part of our work, minimising the impact we have and planning for a sustainable future.

Links to associated existing strategies can be found in **Appendix 1.**

## Draft performance indicators

Key Actions	PI	Control / Influence
Support the prioritisation of sustainable, cleaner, and greener transport, in line with the National and Regional Transport Strategies	Percentage of journeys to work by sustainable mode of transport <sup>1</sup>	Influence
	Percentage of journeys to school by active transport <sup>1</sup>	Influence
	Public EV charging devices per 100,000 population	Influence
	Percentage of Council fleet vehicles that are electric or other zero direct carbon fuel technologies	Control
Invest in innovative green power and smart technology solutions to reduce reliance on electricity from the national grid and create opportunities for business growth and regeneration	Renewable energy generated across the PKC estate, including from low carbon heat sources (MWh)	Control
	Number of registered businesses in energy (including renewables growth sector)	Influence
Improve the energy efficiency of our Council housing stock and public buildings, and encourage our partners and private householders to consider where they can make improvements	Heating oil consumption in PKC non-domestic estate (kWh)	Control
	Percentage of Council housing meeting the Energy Efficient Standard 2 for social housing (minimum EPC B) <sup>2</sup>	Control
	Scope 1 and 2 Emissions from Council Estate (tonnes CO <sub>2</sub> e)	Control
	Number of P&K households provided with energy efficiency and/or low carbon heating advice (PKC funded) <sup>2</sup>	Control
To conserve and enhance the biodiversity of our natural environment	Number of trees planted on Council land and maintained open space	Control
	Area grassland managed by PKC for biodiversity improvement objectives (ha)	Control
	Percentage of PKC's Tayside Local Biodiversity Action Plan actions delivered or on target	Control
To adapt to and mitigate the impact of climate changes on the way we operate	PKC Scope 1, 2 and 3 emissions (t CO <sub>2</sub> e)	Control
	Carbon Disclosure Project (City Score)	Influence
	Annual Scotland Adapts Capability Framework score	Control
	Total household waste recycled/composted as % of all household waste	Influence
	Climate Change Assessment Tool (CCAT) overall score	Control
	Number of schools with eco-schools green flag status	Control

<sup>1</sup> Indicators also contribute towards demonstrating progress against the key action to improve public transport and active travel networks, under the local economy priority.

<sup>2</sup> Indicators also contribute towards demonstrating progress against the key action to reduce cost of living pressures, under the tackling poverty priority.

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# Draft priority: Growing a sustainable and inclusive local economy

**This priority contributes to delivering strategic outcomes:**

- People and businesses thrive in an inclusive and sustainable local economy across Perth and Kinross
- Communities are resilient and physically, digitally and socially connected

## Key actions

- Support and promote business growth, business and place innovation and investment in both our urban and rural areas
- Promote what our city and towns have to offer to businesses, investors and tourists by capitalising on built and natural heritage and assets such as the new City Hall Museum and Perth's status as UNESCO City of Craft and Folk Art
- Support job-readiness and encourage businesses to access initiatives to create new opportunities for those furthest from the employment market and those currently in low wage jobs
- Work with partners to improve public transport and active travel networks and to maintain local roads

## Context

Perth and Kinross has a diverse, broad-based economy. However, the area's acknowledged challenge is an over-dependence on jobs in tourism, agriculture and hospitality – sectors which were disrupted by the Covid-19 pandemic.

We have agreed a joint approach to economic recovery with local business leaders, and the Council's commitment to this work will contribute to our actions under this priority.

Over the lifetime of this Corporate Plan, our long-term investment in developing our cultural offer will come to fruition with the opening of the new museum, and new home to the Stone of Destiny, within the former Perth City Hall in 2024. In late 2021, Perth also became a UNESCO Creative City as a City of Crafts and Folk Art, creating another powerful asset with which to develop and promote the area as a cultural tourism destination.

## Community wealth building

In our contribution to developing the local economy we will take the principles of community wealth building into account. This is an approach to local economic development which re-directs wealth back into the local area. As a council we will seek to, wherever possible, positively use our commissioning and purchasing power and our facilities and land assets so that local businesses and communities benefit from financial and social gain. This is a new way of working and we will continue to develop our approach and learn from the experiences of our Tay Cities Region Deal partners and public sector groups across Scotland who are introducing this way of working.

Links to associated existing strategies can be found in **Appendix 1**.

## Draft performance indicators

Key Actions	PI	Control / Influence
Support and promote business growth and investment in both our urban and rural areas	Number of new business start-ups with support	Influence
	% of procurement spend on local enterprises	Control
	Area of available Service Business Land (Ha)	Control
Promote what our city and towns have to offer to businesses, investors and tourists capitalising on assets such as the City Hall Museum and Perth's status as UNESCO City of Craft and Folk Art	Economic impact of events supported by the Council (£m)	Influence
	Investment in economic development and tourism (£ per 1,000 population)	Control
	Number of vacant residential/ commercial units brought back into use	Influence
	Gross Value Add from culture and leisure investment including city centre events	Control
Support job-readiness and encourage businesses to access initiatives to create new opportunities for those furthest from the employment market and those currently in low wage jobs	Percentage of people of working age claiming either jobseeker's allowance or universal credit as a percentage of the working age population	Inform
	Percentage of unemployed people assisted into work annually as a result of Council/Local Employability Funded Partnership funded employability and skills programmes <sup>1</sup>	Influence
	Number of people supported into positive destinations through employability and skills funded programme <sup>1</sup>	Influence
	Number of adult learners supported to improve their employability or digital skills <sup>1</sup>	Control
Work with partners to improve public transport and active travel networks and to maintain local roads	Percentage of journeys to work by sustainable mode of transport <sup>2</sup>	Influence
	Percentage of journeys to school by active transport <sup>2</sup>	Influence
	Population serviced by demand responsive transport schemes	Influence
	Measurement of road condition	Control

<sup>1</sup> Indicators also contribute towards demonstrating progress against the key action to mitigate cost of living pressures, under the tackling poverty priority.

<sup>2</sup> Indicators also contribute towards demonstrating progress against the key action to support the prioritisation of greener transport, under the climate change priority.

# Draft priority: Enabling our children and young people to achieve their full potential

**This priority contributes to delivering strategic outcomes:**

- Children and young people grow up safe, respected, well-educated, and confident in their ability to realise their full potential

## Key actions

- Ensure inclusive and quality education for all and promote lifelong learning
- Reduce the poverty-related attainment gap
- Ensure that Looked After Children and children and young people with additional support needs achieve health, wellbeing and education outcomes comparable with their peers

## Context

Just over 16% of residents of Perth and Kinross are aged under 16, which is in line with the 16.9% of the Scottish population in this age group.

All of the priority areas set out in this corporate plan impact on our children and young people. As set out **earlier in this document**, too many children in Perth and Kinross are living in poverty. Activity

to tackle the causes and mitigate the impact of poverty on households will also benefit young people who are part of these families. That will make an essential contribution towards enabling our children and young people to achieve their full potential.

While overall attainment and pupils meeting developmental and educational milestones is high across Perth and Kinross, when this is broken down to look at factors such as children living in poverty there is a clear gap between the outcomes for children from a deprived background and those from more affluent households. The gap has narrowed in recent years; however, this remains a priority focus area as we seek to further reduce the poverty-related attainment gap.

We remain committed to Getting It Right For Every Child (GIRFEC). We want children and young people in Perth and Kinross to be safe, healthy, achieving, nurtured, active, respected, responsible and included. We want to ensure that they and their families receive the help they need when they need it.

We have made good progress through our Corporate Parenting Plan to build the foundations to realise The Promise for local care experienced children. Our Promise to You (as set out in the corporate parenting plan) is that Perth and Kinross will be the best place for all our children and young people, especially those with care experience, to grow up. This activity will contribute towards achievement of the strategic outcome to ensure children grown up safe, respected, well-educated and confident in their ability to realise their full potential.

Links to associated existing strategies can be found in **Appendix 1**.

## Draft performance indicators

Key Actions	PI	Control / Influence
Ensure inclusive and quality education for all and promote lifelong learning	Percentage of children meeting expected developmental milestones when entering primary school	Influence
	School attendance rates – primary and secondary	Influence
	Exclusion incidents per 1,000 pupils (primary and secondary)	Control
	Percentage of primary school pupils (P1, P4 & P7 combined) achieving expected levels in literacy	Control
	Percentage of primary school pupils (P1, P4 & P7 combined) achieving expected levels in numeracy	Control
	Percentage of S3 pupils achieving expected levels in literacy and numeracy combined	Control
	Percentage of school leavers attaining literacy and numeracy at SCQF Level 4	Control
	Overall average total tariff points for school leavers	Control
	Proportion of school leavers attaining 1 or more passes at SCQF Level 5	Control
	Proportion of school leavers attaining 1 or more passes at SCQF Level 6	Control
Reduce the poverty-related attainment gap	Participation measure for 16-19 year olds (per 100)	Influence
	Percentage gap between primary pupils achieving expected levels between ACORN 1 and ACORN 4/5 for literacy	Control
	Percentage gap between primary pupils achieving expected levels between ACORN 1 and ACORN 4/5 for numeracy	Control
	Average tariff point gap between school leavers in ACORN 1 and ACORN 4/5	Control
	Percentage gap between school leavers achieving expected levels between ACORN 1 and ACORN 4/5 for literacy	Control
	Percentage gap between school leavers achieving expected levels between ACORN 1 and ACORN 4/5 for numeracy	Control



Key Actions	PI	Control / Influence
Ensure that Looked After Children and children and young people with additional support needs achieve health, wellbeing and education outcomes comparable with their peers	Percentage of children being looked after in community placements rather than residential placements – balance of care	Control
	Total Tariff Points for Looked After School Leavers	Control
	Percentage of looked after primary school pupils (P1, P4 & P7 combined) achieving expected levels in literacy and numeracy	Control

# Draft priority: Protecting and caring for our most vulnerable people

**This priority contributes to delivering strategic outcomes:**

- Communities are resilient, physically, digitally and socially connected
- People can achieve their best physical and mental health and have access to quality care and support when they need it

## Key actions

- Ensure we quickly identify children, young people and adults at risk of harm and abuse and take the necessary actions to keep them safe.
- Ensure that people get the right care, accommodation and support where and when they need it.
- Prepare for the establishment of the National Care Service and continue to strive for excellent health and social care outcomes for the people of Perth and Kinross.
- Work with partners to reduce re-offending and support effective interventions for people in the justice system.

## Context

We have an older population compared to the rest of Scotland, with 17.1% of residents aged over 70 in 2018, compared to 13.6% of the national population, and this number is projected to continue to increase significantly.

While the majority of our population are fit and active until much later in life the needs of those who do need help are increasingly complex. This tied with our large and varied geography presents a challenge to ensuring that care and support is available where and when people need it.

Since its creation in 2016, Perth and Kinross Health and Social Care Partnership (PKHSCP) has been developing more integrated adult health and social care services across Perth and Kinross. While Children's and Families Services are not part of the PKHSCP, to ensure an effective approach to providing support at an early stage to prevent problems occurring, our services work closely with partners.

The Scottish Government has committed to establishing a National Care Service by 2026 which will replace the existing Health and Social Care Partnerships and may also, subject to further consultation, incorporate children and families services and criminal justice services within that. We will continue to monitor the progress of the National Care Service and work to ensure that service users, staff and partners are fully supported and vulnerable community members continue to receive the best service we can provide within available resources.

Links to associated existing strategies can be found in **Appendix 1**.

## Draft performance indicators

Key Actions	PI	Control / Influence
Ensure we quickly identify children, young people and adults at risk of harm and abuse and take the necessary actions to keep them safe. <b>(Children and Young People)</b>	Percentage of children on child protection register over 12 months	Control
	Percentage of registrations to the Child Protection Register that are re-registrations within 18 months	Control
	Percentage of initial child protection case conferences (ICPCCs) within timescales	Control
	Percentage of Unborn Baby Initial Case Conferences held within timescales	Control
Ensure we quickly identify children, young people and adults at risk of harm and abuse and take the necessary actions to keep them safe. <b>(Adults)</b>	Number of Adult Support and Protection (ASP) Initial Referral Discussions held within timescale	Control
	Number of ASP inquiries and investigations completed within timescales	Control
	Number of ASP case Conferences conducted within timescales	Control
	Number of formal ASP Protection Orders used to protect adults at risk of harm	Control
Ensure that people get the right care and support where and when they need it.	Number of households presenting as homeless	Influence
	Percentage of allocations to homeless households in permanent settled accommodation	Control
	Number of PKC homes built for those with particular support requirements	Control
	Self Directed Support – percentage of total social work spend on adults 18+	Control
	Percentage of adults supported at home who agree that they are supported to live as independently as possible (bi-annual survey)	Influence
	Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided (biennial survey)	Influence
	Percentage of adults receiving any care or support who rate it as excellent or good (biennial survey)	Influence
	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (biennial survey)	Influence
	Percentage of carers who feel supported to continue in their caring role (biennial survey)	Influence

Key Actions	PI	Control / Influence
	Proportion of adult care and care services rated 'good' or better in Care Inspectorate inspections	Influence
Work with partners to reduce re-offending and support effective interventions for people in the justice system	Percentage of Criminal Justice Social Work Reports submitted to court on time	Control
	Number of parole board reports completed on time by prison location	Control
	Number of unpaid work hours completed	Control

# Draft priority: Supporting and promoting physical and mental wellbeing

**This priority contributes to delivering strategic outcomes:**

- People can achieve their best physical and mental health and have access to quality care and support when they need it

## Key actions

- Work with partners to provide localised health and social care provision in areas of greatest need and in those most geographically distant from services.
- Improve health and wellbeing in Perth and Kinross by increasing overall participation in sport and physical activity and promoting the wellbeing benefits of time spent in our natural surroundings.

## Context

Perth and Kinross offers an incomparable setting for sport and physical activity with sports facilities within the city and our large towns of Aberfeldy, Auchterarder, Blairgowrie, Crieff, Kinross and Pitlochry. Alongside this, our natural environment offers a significant asset for encouraging people to live an active life, from our public golf course on the North Inch – one of the world's oldest golfing venues – to the over 2,000 kilometres of core paths which traverse the area. There's something for everyone.

Encouraging people to use our natural assets are just as important as increasing the use of built facilities and participation in sports and activity programmes if we are to give people access to ways to improve their health and wellbeing.

In early 2022 Councillors backed a multi-million pound investment in PH20, a major new sport and leisure facility to replace the existing Perth Leisure Pool and Dewars Centre in Perth. This facility will combine many of the priorities set out in this draft corporate plan. It will offer modern facilities to support health and wellbeing, provide a tourist attraction to develop the local economy, and by following energy efficient Passivhaus standards the building will contribute to reducing carbon emissions and running costs.

As well as Live Active Leisure and community planning partners in NHS Tayside and Perth College/UHI, there are also a number of voluntary sector and commercial organisations which operate in this area. We will continue to explore opportunities for signposting and partnership working in this area.

As part of our commitment to place communities at the heart of where we work, we also recognise our role as advocates for our area. We will work with partners through the Health and Social Care Partnership and beyond to make sure that the right services are available to those who need them where and when they are needed. Where we cannot directly contribute towards making services accessible, we will use our position of influence to advocate for communities who are remote from health and social care provision or otherwise disadvantaged to have improved access to services which can improve the health and wellbeing of residents most in need.

Links to associated existing strategies can be found in **Appendix 1.**

## Draft performance indicators

Key Actions	PI	Control / Influence
Improve health and wellbeing in Perth and Kinross by increasing overall participation in sport and physical activity and promoting the wellbeing benefits of time spent in our natural surroundings	Number of children and young people participating in Active Schools	Control
	Number of play areas upgraded	Control
	Percentage of residents satisfied with local leisure facilities (3 year rolling)	Control
	Number of attendances at pools, indoor and outdoor sports and leisure facilities and programmes (thousands)	Influence
	Number of usages of LAL health and wellbeing programmes	Control
	Number of local sports clubs supported	Control
	Percentage of adults satisfied with parks and open spaces (3 year rolling)	Control
	Reduction of people on waiting lists for Mental Health Services	Influence
	Reduction in the waiting times for people to access Mental Health Services	Influence
	Percentage increase in people who feel that their health and social care support was easily accessible and well communicated	Control

# Draft priority: Placing communities at the heart of how we work

**This priority contributes to delivering strategic outcomes:**

- Communities are resilient, physically, digitally and socially connected.

## Key actions

- Establish locality multidisciplinary teams working with our community planning partners and residents to identify and address local solutions to local needs
- Increase the supply and availability of rural housing
- Develop and expand our approach to working with communities to identify local actions and priorities and deliver on these together
- Deliver our internal cultural change programme ensuring all staff contribute to our commitment to engage with and be accessible and responsive to our residents and communities

## Context

The Perth & Kinross Offer Framework sets out our approach to putting people at the heart of everything we do and recognising that everyone has something to offer. It seeks to balance the relationship between people who design and deliver services and

people who ultimately use them, drawing on the strengths and assets of individuals and communities to improve outcomes.

We know that this is the right thing to do and we are working with our communities and people to listen and improve. This will help us to meet the vision of the Christie Commission which outlined the need for local government change around 10 years ago and aims to put people at the heart of public services by:

- empowering individuals and communities by involving them in the design and delivery of services
- working closely in partnership with other public service providers, integrating service provision to provide better outcomes for the people who use our services
- focusing efforts on services which prevent negative outcomes
- reducing duplication and sharing services across the public service system (public, third and private services) to become more efficient

However, we know that one size does not fit all, and communities have different challenges, demographics and priorities which need different solutions. What works in one place will not necessarily work in another. We also know that communities know their area best and that we need to listen to understand what matters within individual neighbourhoods, local areas, towns and villages. Key to this will be establishing locality teams made up of different services and professionals who will work with and within each community to better understand their needs and develop local solutions.

Our Local Housing Strategy, which is under review at the time of writing this draft, sets out our approach to the supply of affordable housing of the type people need in the places they want them. By

highlighting the supply and availability of rural housing within this draft priority we are intending to highlight the importance of housing as a factor in sustaining our rural communities.

Links to associated existing strategies can be found in **Appendix 1.**

## Draft performance indicators

Key Actions	PI	Control / Influence
Increase the supply and availability of rural housing	Total number of houses built in Perth and Kinross	Influence
	Number of people on Common Housing Register waiting for housing in a rural area	Control
	Number of Community Development Trusts supported to increase the availability of rural housing	Control
Develop and expand our approach to working with communities to identify local actions and priorities and deliver on these together	Number of communities with local resilience plans	Influence
	Number of residents/tenants or projects supported through our Digital Inclusion Project	Control
	Number of community groups supported to increase their capacity	Control
	Number of community groups supported in the asset transfer process	Influence
	Number of groups receiving community investment funding	Control
	Number of participation requests	Influence
Deliver our cultural change programme to ensure all our staff contribute to our commitment to engage with and be accessible and responsive to our residents	Number of participants in Employee Offer Experience and impact	Control
	Percentage of staff who are satisfied in their role within the organisation	Control
	Customer service centre satisfaction rate	Control
	Percentage of tenants satisfied with opportunities given to them to participate in the landlord's decision making	Control



# Appendix 1

## Associated strategies

These local, regional and national strategies and plans set out the context in which we work. Individual strategies will be the avenue through which most of the activity which contributes to the delivery of these, the impact of which will be seen within the performance indicators. Many of the work undertaken through these strategies contribute to more than one of the draft priorities as indicated in this table.

Strategy/Plan	Poverty	Climate change	Economy	Children and young people	Vulnerable people	Physical & mental wellbeing	Communities at the heart
<b>PERTH &amp; KINROSS COUNCIL STRATEGIES/ PLANS</b>							
<u>Climate Change Strategy</u>		✓	✓				
<u>Community Learning and Development Plan</u>	✓		✓	✓	✓		
<u>Culture Strategy</u> (under review)			✓				
<u>Housing Contribution Statement</u>					✓		
<u>Local Development Plan</u>		✓	✓				✓
<u>Local Heat and Energy Efficiency Strategy</u> (in development)		✓					
<u>Local Housing Strategy</u> (under review)		✓			✓	✓	✓
<u>Mobility Strategy</u> (in development)		✓	✓				
<u>Perth and Kinross Corporate Parenting Plan</u>				✓			
<u>Perth &amp; Kinross Offer Framework</u>							✓
<u>Raising Attainment Strategy</u>				✓			
<u>Rapid Rehousing Transition Plan</u> (Home First)	✓				✓		✓
<u>Smart Perth Roadmap</u>		✓	✓				
<u>Strategic Investment Plan (SHIP)</u>							✓

Strategy/Plan	Poverty	Climate change	Economy	Children and young people	Vulnerable people	Physical & mental wellbeing	Communities at the heart
<b><u>Strategic Priorities for Sport</u></b> (under review)			✓			✓	
<b>PARTNERSHIP STRATEGIES/ PLANS</b>							
<b><u>Connected Tayside: An Emotional &amp; Wellbeing Strategy</u></b>				✓			
<b><u>Economic Wellbeing Plan</u></b>	✓						
<b><u>Integrated Children's Services Plan</u></b>				✓	✓		
<b><u>Local Child Poverty Action Report</u></b>	✓		✓				
Perth and Kinross Local Outcome Improvement Plan (in development)	✓						
<b><u>Perth City Plan</u></b>			✓				
<b><u>Perth and Kinross Community Mental Health and Wellbeing Strategy</u></b>					✓	✓	
<b><u>Tay Cities Economic Strategy</u></b>			✓				
<b><u>Tayside Adult Protection Protocol</u></b>					✓		
<b><u>Tayside Local Biodiversity Action Plan</u></b>		✓					
<b><u>Tayside Plan for Children, Young People and Families</u></b>				✓	✓		
<b><u>The Tay Cities Region Deal</u></b>	✓		✓				
<b><u>Trust and Respect recommendations</u></b> (Strang review)							
<b>NATIONAL STRATEGIES/PLANS</b>							
<b><u>Multi-Agency Public Protection Arrangements (MAPPA)</u></b>					✓		
<b><u>National Planning Framework 4</u></b>							✓
<b><u>National Transport Strategy</u></b>		✓					
<b><u>Scottish Attainment Challenge</u></b>				✓			

Strategy/Plan	Poverty	Climate change	Economy	Children and young people	Vulnerable people	Physical & mental wellbeing	Communities at the heart
<u>Scottish Government Fair Work Action Plan</u>	✓						
<u>Scottish Government's Place Principle</u>		✓					
<u>The Promise</u>				✓			
<u>UN Convention on the Rights of the Child (UNCRC)</u>				✓			