



Draft Corporate Delivery and Improvement Plan 2024/25

A Perth and Kinross where everyone can live life well,
free from poverty and inequalities

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Introduction

Welcome to our draft Corporate Delivery and Improvement Plan (CDIP) for 2024/25.

This is a new element of the Council's strategic planning and performance framework. Introduced this year as part of new performance reporting and strategic planning arrangements, it complements the [Annual Performance Report](#) by setting out key proposed improvement activity for the year ahead at an organisational level. Together the CDIP and the APR demonstrate how we are delivering on the commitments we set out in our Corporate Plan to work towards our vision of:

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

This draft Corporate Delivery and Improvement Plan sets out proposed activities within the 2024/25 year of the Corporate Plan cycle to work towards this vision. The proposed strategic improvements included within this plan are for areas where performance reporting shows more attention is needed, or where new activities to support the delivery of our priorities have been identified through customer feedback, self-evaluation, benchmarking and other strategic reports.

Where our performance reporting shows that we are doing well and that current approaches are achieving or exceeding targets we are not proposing additional improvement activity. This work will

continue where it is necessary to maintain performance. As will the large volumes of business-as-usual activity which ensure the effective delivery of our statutory duties and local commitments.

Similarly, previously identified supporting improvements and transformation and change activities - such as consolidation work and our new strategic operating model for the organisation - which will help us deliver the Corporate Plan priorities, are not detailed here. This work is ongoing, and progress will continue to be monitored and reported through agreed [Transformation and Change](#) governance arrangements.

We will continue to report back on ongoing and improvement activity through the Annual Performance Report and have updated the [performance targets](#) for 2023/24 and future years against each of the performance indicators within our corporate plan.

Elected members will be invited to provide comment and feedback on the areas of activity in this draft Corporate Delivery and Improvement Plan through a range of opportunities during the 2024/25 budget setting cycle. Alongside this we will gather public feedback through our annual budget priorities consultation. Once the final budget for 2024/25 has been set in early 2024, an updated Corporate Delivery and Improvement Plan based upon the agreed and funded improvement areas will be reported back to Council for final approval.

**Councillor Grant Laing,
Council Leader**

**Thomas Glen,
Chief Executive**

Improvement activity: Tackling poverty

Corporate Priority Action	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful?	Strategic Lead	Target date	Linked strategy/plan
Prevent and mitigate the impacts of poverty for children living in Perth and Kinross	A co-ordinated and collaborative approach with partners and communities to mitigate the impact of poverty.	During 2023/24 we are developing an overarching poverty strategy for Perth and Kinross. Key strategic actions for 2024/25 to prevent and mitigate the impacts of poverty for children living in Perth and Kinross will be established as part of that strategy.	Performance measures will be agreed as part of the Poverty Strategy.	Strategic Planning, People & Performance	March 2026	Poverty Strategy (in development) Local Child Poverty Action Report
	Ensuring that costs of participation in school activities are minimised or mitigated to reduce the impact this has on the outgoings of families in or at risk of poverty.	Increasing uptake of free school meals for eligible children. Reduce the cost of the school day. Increasing uptake of the National Entitlement Card for free bus travel to reduce travel costs.	A 5% increase in uptake of free school meals compared to previous year. Schools will be using the Cost of the School Day toolkit and action	Education & Learning	March 2025	Poverty Strategy (in development) Local Child Poverty Action Report

			<p>plans will be in place.</p> <p>A 5% increase in uptake of the National Entitlement Card amongst under-22s.</p>	Customer & Digital Services		
<p>Mitigate cost of living pressures for households experiencing and at risk of poverty</p>	<p>Reduce dependency on foodbanks.</p>	<p>Develop cash first partnerships with the third sector in localities to allow support to be provided to those in need in a way that is easily accessible within their local communities.</p>	<p>Foodbanks reporting reduction in demand.</p> <p>Number of established cash first partnerships.</p>	<p>Strategic Planning, People & Performance</p>	<p>March 2026</p>	<p>Poverty Strategy (in development)</p>

Improvement activity: Tackling climate change and supporting sustainable places

Corporate Priority Action	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful?	Strategic Lead	Target date	Linked strategy/plan
Supporting the prioritisation of sustainable, cleaner, and greener transport	Develop a long-term sustainable strategy for increasing and maintaining the electric vehicle charging network in Perth and Kinross.	During 2023/24 we are developing an electric vehicle strategy for Perth and Kinross. Key strategic actions for 2024/25 to develop the electric vehicle charging network in Perth and Kinross will be established as part of that strategy.	Performance measures will be established as part of the electric vehicle strategy.	Economy, Development & Planning	March 2025	
	Ensure we have a cleaner and greener Council fleet.	Develop an electric vehicle transition plan for moving council vehicles from diesel/petrol to electric or other zero direct carbon fuel technologies.	Increase in percentage of Council journeys undertaken with electric or other zero direct carbon fuel vehicles.	Environment & Infrastructure	April 2024	

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<p>To conserve and enhance the biodiversity of our natural environment</p>	<p>Increase provision of biodiversity sites.</p>	<p>Developing a long term plan for managed grassland areas.</p> <p>Delivery of UK Shared Prosperity Fund funded Biodiversity Towns and Villages Project and the Greening Industrial Estates Project.</p> <p>Making provisions for biodiversity within the Cross Tay Link Road project, ie green bridge and wetland area.</p>	<p>Volume of uncut areas are increased.</p> <p>Increase in number of biodiversity interventions.</p> <p>Increases in observed biodiversity markers (insects, animals and wildflowers).</p>	<p>Environment & Infrastructure</p> <p>Economy, Development & Planning</p>	<p>March 2025</p>	<p>Climate Change Strategy</p> <p>Tayside Biodiversity Action Plan</p>
<p>To adapt to and mitigate the impact of climate changes on the way we operate</p>	<p>Reduce carbon emissions caused by traffic in Perth city centre.</p>	<p>Delivery of Cross Tay Link Road to divert traffic away from the city centre.</p> <p>Preparing for phase 4 of Perth Transport Futures by scoping investment activity in active travel/public transport.</p>	<p>Air quality and traffic modelling.</p>	<p>Economy, Development & Planning</p>	<p>March 2025</p>	<p>Local Development Plan 2</p> <p>Perth Transport Futures</p> <p>Air Quality Action Plan</p>

Improvement activity: Developing a resilient, stronger and greener local economy

Corporate Priority Action	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful?	Strategic Lead	Target date	Linked strategy/plan
Support and promote business growth and investment	Unlock new investment and housing land to support business growth.	Commence Perth West Eco Innovation Park.	Level of business interest in Perth West.	Economy, Development & Planning	March 2025	
	Make Perth a more competitive inward investment destination.	Developing and improving the Invest in Perth information and advice website. Working closely with Business Gateway and key businesses and key sector representatives.	Increased levels of interest and awareness in inward investment opportunities in Perth.	Economy, Development & Planning	March 2025	
	Increased number of businesses in the creative industry.	Renewed focus on the Visitor, Cultural and Creative Economy, as a result of greater	Demand for business space for	Economy, Development & Planning	March 2025	

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		collaboration through the new strategic operating model.	creative industries will increase.			
Invest in innovative green power and smart technology solutions	Have a Smart Energy Programme supported by public and private investment.	Develop a pipeline of smart energy projects. Develop a decision toolkit to develop business cases for investment.	Increased investment in smart energy projects. Increase in number of registered businesses in energy.	Economy, Development & Planning	March 2025	
Promote what our city and towns have to offer to businesses, investors and tourists	More people to choose Perth and Kinross as a destination for holidays and day trips.	Increased promotion of consumer and visitor offer via Perth City and Perth and Kinross Towns website and social media channels. Deliver national and international tourism campaigns with VisitScotland. Attend or be represented at national and regional travel trade events.	Increased consumer and visitor expenditure, dwell time and overnight stays	Economy, Development & Planning	March 2025	Culture Strategy 2023-2028

<p>Support people into work and encourage business to access initiatives to create new opportunities</p>	<p>Further enhance our employability outreach capacity, supporting individuals in community settings.</p>	<p>Review and increase the number of employability outreach locations and frequency.</p>	<p>Increased numbers of individuals supported in targeted locations and overall increase in number of people supported.</p>	<p>Economy, Development & Planning</p>	<p>March 2025</p>	<p>Economic Wellbeing Plan 2020-2028</p>
	<p>Remove barriers to employment for parents.</p>	<p>Improving access and availability of registered quality childcare.</p> <p>Launch a pilot of community childminding.</p> <p>Use the Parental Employment Support Fund to connect childcare, employability and transport.</p>	<p>Increased number of registered childcare providers.</p> <p>Feedback from pilot.</p> <p>Increase in priority groups supported into employment.</p>	<p>Economy, Development & Planning</p> <p>Education & Learning</p>	<p>March 2025</p>	<p>Local Child Poverty Action Report</p>

Improvement activity: Enabling our children and young people to achieve their full potential

Corporate Priority Action	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful?	Strategic Lead	Target date	Linked strategy/plan
Ensure inclusive and quality education for all and promote lifelong learning	Attainment at key milestones is raised for all children and young people.	Using health and wellbeing census data to inform school level improvement plans. Implementation of the Literacy, Numeracy and Learning and Teaching Frameworks 2-18 through a programme of professional learning.	PKC attainment for each of the indicators within the Corporate Plan will increase to at least target levels.	Education & Learning	Feb 2026 (due to timing of publication of data for 2024/25)	Raising Attainment Strategy 2020-2023 Education Service Improvement Plan 2023-24
	Increase the number of young people going into positive destinations such as work experience, further education, volunteering and employment.	By placing an Employability Youth Worker in each locality to liaise with schools. Early intervention approach in school and delivery of	Increase in participation measure of school leavers entering positive destinations.	Education & Learning	March 2025	

		employability programmes.				
	A school atmosphere conducive to learning and personal development, where children and young people feel safe, secure, listened to and have their views taken into account on issues that affect them.	<p>Implementation of the updated Anti-Bullying Strategy.</p> <p>Key strategic actions for 2024/25 will be established in the updated Anti-Bullying Strategy.</p>	<p>Schools will have robust procedures to reduce bullying in line with improving relationships.</p> <p>Reduction in reported incidences of bullying in schools.</p> <p>Increase in wellbeing measures recorded at school and Local Authority level.</p>			
Reduce the poverty-related attainment gap	Improved understanding of causes of attainment gap so that effective interventions can be identified and implemented.	Review and refresh the PKC interventions toolkit to address the needs of key priority groups.	<p>All schools will plan, record and track pupil progress via the Closing the Gap tool.</p> <p>A reduction in the poverty-related attainment gap,</p>	Education & Learning	February 2026 (due to timing of publication)	Raising Attainment Strategy 2020-2023

			particularly for those most deprived and in key priority groups.			
Ensure that Looked After Children and children with additional support needs achieve comparable outcomes	Improve support to children and young people with additional support needs to realise their potential.	Through the Additional Support for Learning Transformation Programme.	Maintain or reduce placement within independent schools. Increase percentage of children with ASN being supported in mainstream school settings.	Education & Learning	March 2025	Raising Attainment Strategy 2020-2023 ASN Transformation Programme
	Increase in community placements for children and young people responding to immediate need.	Increase the recruitment and range of community placement providers. Support more kinship carers.	Reduction in use of residential placements. Increase in available community placement providers. Feedback from children and young people placed with	Children, Families & Justice	March 2025	

			community providers or in kinship care placements.			
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Improvement activity: Protecting and caring for our most vulnerable people

Corporate Priority Action	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful?	Strategic Lead	Target date	Linked strategy/plan
Ensure we quickly identify children, young people and adults at risk of harm and abuse and take the necessary actions to keep them safe	Take a trauma-informed approach to interviewing children for evidence to inform ongoing care and protection planning.	Implement the Scottish Child Interview Model.	<p>Number of interviews which have been carried out using the Scottish Child Interview Model.</p> <p>Quality of evidence gathered and suitability for use in ongoing care and protection planning.</p>	Children, Families & Justice	March 2025	

<p>Ensure that people get the right care, accommodation and support where and when they need it</p>	<p>Enhance our housing support offer by implementing an Intensive Housing Support Service for people with complex needs.</p>	<p>Commission a third sector provider to deliver intensive housing support.</p>	<p>Repeat homelessness presentations will be minimised and tenancy sustainment for previously homeless people with complex needs will increase.</p> <p>Feedback from people with complex needs will be positive with better outcomes being reached.</p>	<p>Housing & Communities</p>	<p>March 2025</p>	<p>Local Housing Strategy 2022-2027</p> <p>Rapid Rehousing Transition Plan (Home First) 2019-2024</p>
	<p>Maintain sibling relationships for care experienced children to deliver on the principles of The Promise.</p>	<p>Ensure children and young people are listened to and helped to have a say through Family Group Decision-Making and access to Independent Advocacy.</p> <p>Create Lifelong Links plans for every care experienced child, incorporating links with brothers and sisters, where relevant and where</p>	<p>Feedback from care experienced young people.</p>	<p>Children, Families & Justice</p>	<p>March 2025</p>	<p>Perth and Kinross Corporate Parenting Plan 2021-2024</p>

		the young person wishes this.				
<p>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</p>	<p>In June 2023, the Scottish Parliament extended the deadline for the completion of Stage 1 of the National Care Service (Scotland) Bill to January 2024. It was then announced in July 2023 that accountability for the National Care Service would be shared between the Scottish Government, NHS and local authorities. As part of this the latter will continue to employ staff and be responsible for assets such as buildings.</p>	<p>We will continue to monitor national developments and consider activity as required.</p>				

Improvement activity: Supporting and promoting physical and mental wellbeing

Corporate Priority Action	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful?	Strategic Lead	Target date	Linked strategy/plan
<p>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</p>	<p>Increase uptake of sport and physical activities.</p>	<p>Work with key partners to develop programmes which optimise opportunities for physical activity.</p> <p>Social prescribers encouraging the use of outdoor activities.</p> <p>Work with schools and sport groups to increase the number of opportunities for children and young people to take part in physical activity.</p>	<p>Numbers of participants have increased.</p> <p>Reduction in health and social care issues related to inactivity..</p>	<p>Economy, Development & Planning</p> <p>Health and Social Care Partnership</p> <p>Education and Learning</p>	<p>March 2025</p>	<p>Physical Activity and Sports Strategy 2023-2028</p> <p>Health and Social Care Strategic Plan</p>

<p>Improve health and wellbeing in Perth and Kinross by ensuring that people have access to wellbeing support when they need it</p>	<p>Reduce waiting times for people to access Mental Health Services.</p>	<p>Redesigning specialist community mental health services across Tayside.</p> <p>Increase access to preventative and community support.</p>	<p>Reduction in waiting lists (numbers and time).</p>	<p>Health and Social Care Partnership</p>	<p>March 2025</p>	<p>Community Mental Health and Wellbeing Services Strategic Delivery Plan</p>
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Improvement activity: Working in partnership with communities

Corporate Priority Action	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful?	Strategic Lead	Target date	Linked strategy/plan
<p>Establish locality multidisciplinary teams working with our community planning partners and residents to identify and address local</p>	<p>Deliver a clear, consistent and joined up approach to supporting communities and households with the help and support</p>	<p>Develop additional multi-disciplinary teams in more locations focussed around locally identified needs.</p>	<p>Feedback from communities and staff on the effectiveness of the multi-disciplinary team approach.</p>	<p>Strategic Planning, People & Performance</p>	<p>March 2025</p>	<p>Local Child Poverty Action Report</p>

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solutions to local needs	they need to mitigate and move beyond poverty.		Strengthened partnerships within localities with case studies to evidence.			Transformation & Change Strategy 2022-2027
Increase the supply and availability of rural housing	Provide more affordable homes to support liveable and sustainable communities.	Deliver PKC's affordable housing programme of 1,050 over the next 5 years	Maintain 53% / 47% split across urban and rural areas. Achieve an average of 210 affordable housing completions each year.	Economy, Development & Planning	2027	Local Housing Strategy 2022-2027
Develop and expand our approach to working with communities to identify local actions and priorities and deliver on these together	Supporting community groups to manage local assets, such as community halls.	Support community groups to develop Community Asset Transfer (CAT) plans. Carry out engagement activity to promote Community Asset Transfer as an option.	Increase in number of Community Asset Transfers. Increase in community groups applying for community asset opportunities.	Housing & Communities	March 2025	Property Asset Management Plan Community Asset Transfer
	Expand and improve formal community engagement structures, ie	Implement recommendations and actions from review of current local	Increased in engagement with community members	Housing & Communities	March 2025	

	development Local Action Plans.	decision making committees and create new structures where appropriate.	through new structures. Feedback from communities about impact of new local decision making committees.			
	Increased engagement and applications from communities to the Community Investment Fund grants programme.	Review application and assessment process. Further strategic improvements will be identified through evaluation of the 2023/24 Community Investment Fund programme.	Increase in the number of successful applications. Increase in the number of people/communities benefitting from a CIF funded project.	Housing & Communities	March 2025	
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	An empowered and skilled workforce who are confident in engaging with resident and communities and demonstrate the organisational values and expected behaviours at all times.	Delivery of action within the Employee Engagement and Cultural Change Programme. Learning and development opportunities for staff on community	Feedback from our workforce, managers and community members. Number of participants in leaning and development opportunities. Reduction in complaints relating to	Strategic Planning, People & Performance	March 2025	Employee Engagement Plan 2023

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		engagement and participation.	behaviours or actions contrary to our organisational values and behaviours.			
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