



# Corporate Delivery and Improvement Plan 2024/25

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

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# Introduction

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

This is a new element of the Council's strategic planning and performance framework. Introduced 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 inequality.***

This 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.

The actions have also been considered within the context of ensuring that we are delivering Best Value for residents of Perth and Kinross, our ongoing programme of transformation and change

for the organisation and our continued focus on aligning our resources to our priorities and budget decisions.

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 and the impact will be demonstrated through annual performance reporting to Council.

It's also important to remember that the contents of this improvement plan represent just a small sample of the work being carried out by Council teams in our communities every day. Each team and service area also have local targets and actions that they will be working to deliver throughout 2024/25, and it is thanks to their continued commitment and dedication that we look forward to reporting positively on the improvement activity set out in this plan.

**Councillor Grant Laing,  
Council Leader**

**Thomas Glen,  
Chief Executive**



## Improvement activity: Tackling poverty

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Prevent and mitigate the impacts of poverty for children living in Perth and Kinross	1.1	A co-ordinated and collaborative approach with partners and communities to mitigate the impact of poverty across Perth and Kinross	An overarching Anti-Poverty Strategy for Perth and Kinross, including key strategic actions for 2024/25 to prevent and mitigate the impacts of poverty for children living locally, will be considered in Autumn 2024.	Performance measures will be agreed as part of the Anti-Poverty Strategy (including baselines).	Strategic Planning, People and Performance	March 2025	Anti-Poverty Strategy (in development) <a href="#">Local Child Poverty Action Report</a>	Updated to reflect timetable for preparation of Anti-Poverty Strategy.
	1.2	Encourage and maximise the uptake of all supports targeted for	Increasing uptake of free school meals for eligible children	A 5% increase in uptake of free school meals	Education and Learning	March 2025	Anti-Poverty Strategy (in development)	

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
		children and young people to reduce costs to reduce the impact such costs have on the outgoings families in poverty		Baseline: 2022/23: 65% (primary pupils); 43% (secondary pupils)			<a href="#">Local Child Poverty Action Report</a>	
			Reduce the cost of the school day	Schools using the Cost of the School Day toolkit with action plans in place  Qualitative measure to demonstrate positive impact	Education and Learning	March 2025	Anti-Poverty Strategy (in development)  <a href="#">Local Child Poverty Action Report</a>	
			Increasing uptake of the National Entitlement Card for free bus travel to reduce travel costs	A 5% increase in uptake of the National Entitlement Card amongst under-22s.	Strategic Planning, People and Performance	March 2025	Anti-Poverty Strategy (in development)	Updated to reflect most up-to-date figures.

Corporate Delivery and Improvement Plan 2024/25

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
			<p>Run drop-in sign up sessions to support people who have challenges to sign up online.</p> <p>Promote NEC take up alongside free Saturday bus travel marketing activity</p>	<p>Baseline: March 2024 22,091 of under 22s with a card, 82% of under 22s in Perth and Kinross</p>			<a href="#">Local Child Poverty Action Report</a>	
Mitigate cost of living pressures for households experiencing and at risk of poverty.	2.1	<del>Reduce dependency on foodbanks</del>	<del>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 communities</del>	<p><del>Foodbanks reporting reduction in demand</del></p> <p><del>Number of established cash first partnerships</del></p> <p><del>Number of people receiving support via cash first partnerships</del></p>	Strategic Planning, People and Performance	March 2026	Anti-Poverty Strategy (in development)	Removed after review as the actions will be delivered in 2025/26. This will therefore be held over to the relevant year's CDIP.

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				Baselines: <del>establish in 2024/25 as new measure</del>				

# Improvement activity: Tackling climate change and supporting sustainable places

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Support the prioritisation of sustainable, cleaner, and greener transport	2.1	<del>Develop a long-term sustainable strategy for increasing and maintaining the electric vehicle charging network in Perth and Kinross</del>	<del>An Electric Vehicle Strategy for Perth and Kinross is in development, including key strategic actions for 2024/25 to increase and maintain the electric vehicle charging network.</del>	<del>Performance measures will be agreed as part of the Electric Vehicle Strategy (including baselines).</del>	<del>Economy, Development and Planning</del>	<del>March 2026</del>	<del>Electric Vehicle Strategy</del>	Removed after review as the actions will be delivered in 2025/26. This will therefore be held over to the relevant year's CDIP.
Support the prioritisation of sustainable, cleaner, and greener transport	2.2	Ensure we have a cleaner and greener Council fleet	Implement the Fleet Decarbonisation	From 2025 100% of all fleet vehicles under 3.5 tonnes which reach the	Environment and Infrastructure	March 2025	<a href="#">Fleet Decarbonisation Strategy</a>	Updated to reflect approval of Fleet Decarbonisation



Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
greener transport			Strategy for Perth and Kinross Council	end of their useful life or lease period to be replaced with electric vehicles.  Baseline: In 2022/23 17 fleet vehicles were electric (4% of total fleet)				Strategy in February 2024
Support the prioritisation of sustainable, cleaner, and greener transport	2.3	Integrate active travel options into the development of large infrastructure schemes	By delivering active travel measures as part of the Cross Tay Link Road, including new and improved paths, controlled crossing facilities, bus stop provisions, a green bridge and a	Increase in active travel measures (with the exception of driving)  Baseline: 2019 – walking (22%); driving (53%); passenger (13%); cycling (1%); bus	Economy, Development and Planning	March 2025	<a href="#">Local Development Plan 2</a>  Mobility Strategy (in development)  <a href="#">Perth Transport Futures</a>	Removed as Destiny Bridge and New Kingsway opening is February 2025, so no measurable improvements will be achieved

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
			<del>park and choose facility.</del>	<del>(8%); taxi (1%); rail (1%) other (1%)  Reduction in total number of vehicle kilometres in Perth and Kinross.  Baseline: 2019 – 12,547km per person</del>				in 2024/25. This will therefore be held over to the relevant year's CDIP.
<b>Support the prioritisation of sustainable, cleaner and greener transport in line with the National and Regional</b>	2.4	Develop local public transport solutions which set the needs of residents and the environment as top priority	Consider how subsidised local bus services could be configured to be more effective, efficient and economic, addressing equality issues and	Scoping of proposals and project plan developed  Establish baseline for number of journeys delivered through subsidised	Housing and Communities	March 2026		Included from agreed transformation activity as will be influenced by/impact on budget project

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Transport Strategies			environmental commitments  Develop a fully-costed business case for new models of public transport delivery	local bus transport, including existing support provided through Demand Responsive Transport and Community Transport				
Improve the energy efficiency of our buildings, and encourage our partners and private householders to consider improvements	2.5	Improved energy efficiency and reduction in carbon emissions in the Council estate	A Local Heat and Energy Efficiency Strategy (LHEES) will be published in May 2024.	Progress on LHEES.  Performance measures on this improvement will be agreed as part of LHEES.	Economy, Development and Planning	March 2025	<a href="#">Climate Change Strategy</a>  LHEES (link to be added once published)	Updated to reflect timescales for LHEES

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
To conserve and enhance the biodiversity of our natural environment	2.6	Increase provision of biodiversity sites	Developing a long-term plan for managed grassland areas	Increase volume of uncut grassland areas.  Baseline: 2023/24 21.7ha (53.68 acres)	Environment and Infrastructure  Housing and Communities	March 2025		Updated to include baseline data not included in draft CDIP.
			Delivery of UK Shared Prosperity Fund funded Biodiversity Towns and Villages Project and the Greening Industrial Estates Project.	Increase in number of biodiversity interventions  Baseline: 2022/23 – 64 biodiversity interventions completed	Environment and Infrastructure  Housing and Communities	March 2025	<a href="#">Tayside Biodiversity Action Plan</a>	

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
To conserve and enhance the biodiversity of our natural environment	2.6	Increased provision of biodiversity sites	Making provisions for biodiversity within the Destiny Bridge and New Kingsway project, ie the green bridge and wetland area	Increases in observed biodiversity markers (insects, animals and wildflowers)  Baseline: new measure, baseline data to be established in 2025/26 once measures are implemented	Economy, Development and Planning	March 2026	<a href="#">Tayside Biodiversity Action Plan</a>  <a href="#">Perth Transport Futures</a>	Removed as Destiny Bridge and New Kingsway opening is February 2025, so no measurable improvements will be achieved in 2024/25. This will therefore be held over to the relevant year's CDIP.
To adapt to and mitigate the impact of climate changes	2.7	Reduce carbon emissions caused by	Delivery of Destiny Bridge and New Kingsway project to diver traffic away	Air quality and traffic modelling	Economy, Development and Planning	March 2026	<a href="#">Perth Transport Futures</a>	Removed as Destiny Bridge and New Kingsway

Corporate Delivery and Improvement Plan 2024/25

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
on the way we operate		traffic in Perth city centre	from the city centre. Supported by preparations for phase 4 of Perth Transport Futures by scoping investment activity in active travel/public transport.	Baseline: new measure, baseline data to be established in 2025/26 once measures are implemented				opening is February 2025, so no measurable improvements will be achieved in 2024/25. This will therefore be held over to the relevant year's CDIP.



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

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Support and promote business growth and investment	3.1	Unlock new investment in employment and housing land to support business growth in new growth sectors	Commence design work and development of Perth West Eco Innovation Park	<p>Level of business interest in Perth West demonstrated by leasing or buying land</p> <p>Baseline: new measure, baseline data to be established 2024/25</p>	Economy, Development and Planning	March 2025	<p>Perth and Kinross Economic Action Plan (in development)</p> <p>Tay Cities Regional Economic Strategy Refresh (in development)</p>	Updated improvement action language to widen scope of improvement impact

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Support and promote business growth and investment	3.2	Make Perth and Kinross a more competitive inward investment destination and encourage investment for growth from existing businesses in key growth sectors	Developing and improving Invest in Perth information and support for new and existing businesses investing in Perth and Kinross	Increased levels of interest and awareness in inward investment opportunities in Perth and Kinross.  Baseline: new measure, baseline data to be establish in 2024/25 through the new Business Enquiry Management System being introduced in 2024	Economy, Development and Planning	March 2025	Perth and Kinross Economic Action Plan (in development)	Updated language to reflect full intention and to widen scope from Perth city to whole area.
Support and promote business			Working more closely with Business Gateway, Growbiz	Increased levels of interest and awareness in inward investment	Economy, Development	March 2025	Perth and Kinross Economic	Updated improvement

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
growth and investment			and key businesses and sector representatives	opportunities in Perth.  Baseline: new measure, baseline data to be establish in 2024/25 through the new Business Enquiry Management System being introduced in 2024	t and Planning		Action Plan (in development)	action to include Growbiz
Support and promote business growth and investment	3.3	Increased number of businesses in the creative and digital industries	Renewed focus on the visitor, cultural and creative economy as a result of greater collaboration through the new	Demand for business space for creative and digital industries will increase  Baseline: new measure, baseline data to be establish	Economy, Development and Planning	March 2025	Tay Cities Regional Economic Strategy Refresh (in development)	Updated to include digital industries

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
			focussed delivery structure	in 2024/25 through the new Cultural Database in progress for 2024				
Invest in innovative green power and smart technology solutions	3.4	Unlock private investment and expertise to support public and private energy projects	Develop a Strategic Energy Partnership with private partner and pipeline of energy investable projects	<p>Increased investment in energy projects shown through number of strategic cases approved for delivery which include financial investment.</p> <p>Baseline: new measure, baseline data to be establish in 2024/25</p> <p>Increase in number of registered</p>	Economy, Development and Planning	March 2025	<p>Tay Cities Clean Growth Action Plan</p> <p>Tay Cities Regional Economic Strategy Refresh (in development)</p>	Updated to reflect latest developments on Strategic Energy Partnership

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				businesses in energy.  Baseline: <a href="#">established in 2022/23 Annual Performance Report</a>				
Promote what our city and towns have to offer to businesses, investors and tourists	3.5	More people choose Perth and Kinross as a destination for holidays and day trips	Increased promotion of consumer and visitor offer via Perth City and Towns website and social media channels	Increased consumer and visitor expenditure, dwell time and overnight stays.  Baseline: 2022	Economy, Development and Planning	March 2025	<a href="#">Culture Strategy 2023-2028</a>  Tay Cities Regional Economic Strategy Refresh (in development)	Added missing 'million' to baseline figure for economic impact of tourism
Promote what our city and towns			Deliver national and international	Direct tourism expenditure: £463.48 million				

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
have to offer to businesses, investors and tourists			tourism campaigns with VisitScotland  Attend or be represented at national and regional travel trade events	Average length of stay (staying visitors): 3.1 days  Economic impact of tourism: £646.50 million				
Support people into work and encourage business to access initiatives to create new opportunities	3.6	Further enhance our employability outreach capacity, supporting individuals in community settings	Review and increase the number of employability outreach locations and frequency	Increased numbers of individuals supported in targeted locations and overall increase in number of people supported  Baseline: 2022/23 - 215 number of people supported in outreach locations	Economy, Development and Planning	March 2025	Perth and Kinross Economic Action Plan (in development)	



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

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Ensure inclusive and quality education for all and promote lifelong learning	4.1	Attainment at key milestones is raised for all children and young people	Using health and wellbeing census data to inform school level improvement plans	PKC attainment for each of the indicators within the Corporate Plan will increase to at least target levels.  Baseline: <a href="#">established in 2022/23 Annual Performance Report</a>	Education and Learning	February 2026 (due to timing of publication of data for 2024/25)	<a href="#">Raising Attainment Strategy 2020-2023</a>  <a href="#">Education Service Improvement Plan 2023-24</a>	Updated to reflect that baseline data previously reported here has already been reported and established in 2022/23 Annual Performance Report

Corporate Delivery and Improvement Plan 2024/25

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Ensure inclusive and quality education for all and promote lifelong learning	4.2.1	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	Increase in school leavers entering positive initial destinations  Baseline: 2022/23 (95.97%)	Education and Learning	March 2025		Updated performance measure and baseline to better reflect improvement action.
			Early intervention approach in school and delivery of employability programmes					
Ensure inclusive and quality education for all and promote lifelong learning	4.3	A school atmosphere conducive to learning and personal development, where children and young people feel safe, secure, listened to and	Implementation of the updated Anti-Bullying Strategy which will include key strategic actions for 2024/25	Schools will have robust procedures to reduce bullying in line with improving relationships	Education and Learning	March 2025	Updated Anti-Bullying Strategy (in development)	Removed measures which are not currently collected and reportable

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
		<p>have their views taken into account on issues that affect them</p>		<p>Number of reported incidences of bullying in schools</p> <p>Increase in wellbeing measures recorded at school and local authority level</p> <p>Measures and baselines to be established in Anti-Bullying Strategy</p>				

Corporate Delivery and Improvement Plan 2024/25

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Reduce the poverty-related attainment gap	4.4	Improved understanding of causes of attainment gap so that effective interventions can be identified and implemented	Review and refresh the Perth and Kinross Council 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 for schools leavers</p> <p>Baseline: <a href="#">established in 2022/23 Annual Performance Report</a></p>	Education and Learning	March 2025	<a href="#">Raising Attainment Strategy 2020-2023</a>	Updated to reflect that baseline data previously repeated here has already been reported and established in 2022/23 Annual Performance Report

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Ensure that Looked After Children and children with additional support needs achieve comparable outcomes	4.5	Improve support to children and young people with additional support needs to realise their full potential	Through the Additional Support for Learning Transformation Programme	Maintain or reduce placement within independent schools  Baseline: new measure, baseline to be established in 2024/25	Education and Learning	March 2025	<a href="#">Raising Attainment Strategy 2020-2023</a>	
Ensure that Looked After Children and children with additional support needs achieve comparable outcomes	4.6.1/2	<del>Increase in community placements for children and young people responding to immediate need</del>	<del>Increase the recruitment and range of community placement providers and support more kinship carers</del>	<del>Reduction in use of residential placements</del>  <del>Baseline: 2022/23 6% (15)</del>  Increase in available community	<del>Children, Families and Justice</del>	March 2025		Replaced after review by alternative 4.6 and 4.7 which evidence how we are looking to influence the balance of care.

Corporate Delivery and Improvement Plan 2024/25

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
			<del>Support more kinship carers</del>	<del>placement providers</del>  <del>Baseline: new measure, baseline to be established in 2024/25</del>				
<b>Ensure that Looked After Children and children with additional support needs achieve comparable outcomes</b>	4.6	Provide Kinship Carers with a range of supports to enable them to meet the needs of children in their care	Provide opportunities for Kinship Carers to engage in: <ul style="list-style-type: none"> <li>• Support groups</li> <li>• Training</li> </ul>	Number of Support Groups and Training Opportunities afforded to Kinship Carers  Baseline: new measure baseline to be established in 2024/25	Children, Families and Justice	March 2025		Alternative action identified after review to prevent kinship breakdowns and keep children within their family network



Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
<p><b>Ensure that Looked After Children and children with additional support needs achieve comparable outcomes</b></p>	<p>4.7</p>	<p>Improve educational outcomes for looked after children</p>	<p>Where additional educational support is identified in a child’s plan – to provide access to online tutoring.</p>	<p>Number of looked after children in receipt of online tutoring.</p> <p>Baseline: new measure, baseline to be established in 2024/25</p>	<p>Children, Families and Justice</p>	<p>March 2025</p>		<p>Additional action identified after review that is more targeted to support comparable outcomes for Looked After Children.</p>

# Improvement activity: Protecting and caring for our most vulnerable people

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Ensure we quickly identify children, young people and adults at risk of harm and abuse and take the necessary actions to keep them safe	5.1	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> <p>Baseline: new measures, baseline</p>	Children, Families and Justice	March 2025		Replaced by alternative action 5.1 following review as there are a number of steps to evidencing the impact of this approach which won't be measurable within one year.

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				to be established in 2024/25				
Ensure we quickly identify children, young people and adults at risk of harm and abuse and take the necessary actions to keep them safe	5.1	Take a partnership approach to the assessment of risk of significant harm to a child	Undertake Initial Referral Discussions between Social Work, Police, Health and Education	Number of Initial Referral Discussions  Baseline: new measure, baseline to be established in 2024/25	Children, Families and Justice	March 2025		Alternative action identified following review to evidence timely multiagency response
Ensure we quickly identify children, young people and adults at risk of harm and abuse and take the	5.2	Take a partnership approach to minimising and reducing risk through early support and assessment	Weekly Multi Agency Screening Group to triage referrals	Number of Families triaged  Number of children triaged	Children, Families and Justice	March 2025		Additional action identified by Strategic Lead following review

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
necessary actions to keep them safe				Baseline: new measure, baseline to be established in 2024/25				
Ensure that people get the right care, accommodation and support where and when they need it	5.3	Enhance our housing support offer by implementing an Intensive Housing Support Service for people with complex needs	Commission a third sector provider to deliver intensive housing support.	Repeat homelessness presentations will be minimised and tenancy sustainment for previously homeless people with complex needs will increase.  Baseline: 2019/20 (25); 2020/21 (30); 2021/22 (15); 2022/23 (5)	Housing and Communities	March 2025	<a href="#">Local Housing Strategy 2022-2027</a>  <a href="#">Rapid Rehousing Transition Plan (Home First) 2019-2024</a>	

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				<p>Feedback from people with complex care needs will be positive with better outcomes being reached.</p> <p>Qualitative measure to demonstrate positive impact.</p>				
<p><b>Ensure that people get the right care, accommodation and support where and when they need it</b></p>	<p>5.4.1</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>Feedback from care experienced young people.</p> <p>Baseline: new measures, baseline to be established in 2024/25</p>	<p>Children, Families and Justice</p>	<p>March 2025</p>	<p><a href="#">Perth and Kinross Corporate Parenting Plan 2021-2024</a></p>	<p>Replaced with alternative action 5.4 following review by Strategic Lead</p>

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Ensure that people get the right care, accommodation and support where and when they need it	5.4	Where children cannot remain living at home, every effort is made to keep them within their kin network	Children, parents / carers and kin networks are listened to and afforded the opportunity to have their say through Family Group Decision Making	Number of families completing the Family Group Decision Making process and adhering to a family plan  Baseline: new measure, baseline to be established in 2024/25	Children, Families and Justice	March 2025		Alternative action 5.4 following review
Ensure that people get the right care, accommodation and support where and when they need it	5.5	Maintain significant relationships for care experienced children to deliver on the principles of The Promise	Offer care experienced children and young people to create a Lifelong Links plans to maintain significant relationships.	Number of children and young people completing Lifelong Links plans  Baseline: new measure, baseline	Children, Families and Justice	March 2025	<a href="#">Perth and Kinross Corporate Parenting Plan 2021-2024</a>	Updated language to include wider understanding of significant relationships for care experienced

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				to be established in 2024/25				young people following review by Strategic Lead

## Improvement activity: Supporting and promoting physical and mental wellbeing

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
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	6.1	Increase uptake of sport and physical activities.	Work with key partners to develop programmes which optimise opportunities for physical activity.	Numbers of participants have increased.  Baseline: 2022/23 (1.002M)	Economy, Development and Planning	March 2025	<a href="#">Physical Activity and Sports Strategy 2023-2028</a>	
			Social prescribers encouraging the use of outdoor activities.	Reduction in health and social care issues related to inactivity.  Baseline: new measure, baseline to be established in 2024/25	Health and Social Care Partnership	March 2025	Perth and Kinross Integrated Joint Board Strategic Commissioning Plan (in progress, due June 2024)	



Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
			Work with schools and sport groups to increase the number of opportunities for children and young people to take part in physical activity	Number and percentage of the total school roll (primary and secondary) participating in Active Schools/ school sports  Baseline: <a href="#">established in 2022/23 Annual Performance Report</a>	Education and Learning	March 2025	<a href="#">Physical Activity and Sports Strategy 2023-2028</a>	
Improve health and wellbeing in Perth and Kinross by ensuring that people have	6.2	Reduce waiting times for people to access Mental Health Services.	Redesigning specialist community mental health services across Tayside.	Reduction in waiting lists (weeks).  Baseline: <a href="#">established in 2022/23 Annual</a>	Health and Social Care Partnership	March 2025	<a href="#">Community Mental Health and Wellbeing Strategy 2022-2025</a>	

Corporate Delivery and Improvement Plan 2024/25

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
access to wellbeing support when they need it				<a href="#">Performance Report</a>			<a href="#">Mental Health and Learning Disability Improvement Plan</a>	
			Increase access to preventative and community support.	Reduction in waiting lists (weeks).  Baseline: <a href="#">established in 2022/23 Annual Performance Report</a>	Health and Social Care Partnership	March 2025	<a href="#">Community Mental Health and Wellbeing Strategy 2022-2025</a>  <a href="#">Mental Health and Learning Disability Improvement Plan</a>	

## Improvement activity: Working in partnership with communities

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Establish locality multidisciplinary teams working with our community planning partners and residents to identify and address local solutions to local needs	7.1	Deliver a clear, consistent, and joined up approach to supporting communities and households with the help and support they need to mitigate and move beyond poverty.	Develop multi-disciplinary locality working focussed on locally identified needs.	<p>Feedback from communities and staff on the effectiveness of the multi-disciplinary team approach.</p> <p>Strengthened partnerships within localities with case studies to evidence.</p> <p>Qualitative measure to</p>	Strategic Planning, People and Performance	March 2025	<a href="#">Local Child Poverty Action Report</a>  <a href="#">Transformation and Change Strategy 2022-2027</a>	

Corporate Delivery and Improvement Plan 2024/25

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				demonstrate positive impact				
Increase the supply and availability of rural housing	7.2	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, which is in line with the population split in Perth and Kinross  Baseline: 22/23: Total 242 homes (54 buybacks/ empty homes; 145 new rural homes (77%) and 43 new urban homes (23%)	Economy, Development and Planning	2027	<a href="#">Local Housing Strategy 2022-2027</a>	Updated to reflect that 53%/47% split of urban and rural housing is to stay in line with population split as highlighted in Local Housing Strategy.

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				Achieve an average 210 affordable housing completions each year.  Baseline: 2022/23 (203)				
Develop and expand our approach to working with communities to identify local actions and priorities and	7.3	Supporting community groups to manage local assets, such as community halls.	Support community groups to develop Community Asset Transfer (CAT) plans.	Increase in number of Community Asset Transfers.  Baseline: 2022/23 (0)	Housing and Communities	March 2025	Property Asset Management Plan  <a href="#">Community Asset Transfer</a>	Amended baseline as highlighted at Scrutiny and Performance Committee that the original figures were the

Corporate Delivery and Improvement Plan 2024/25

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
deliver on these together			Carry out engagement activity to promote Community Asset Transfer as an option.	Increase in community groups applying for community asset opportunities.  Baseline: <a href="#">established in 2022/23 Annual Performance Report</a>				same for number of transfers and number of groups applying.
Develop and expand our approach to working with communities to identify local actions and priorities and	7.4	<del>Expand and improve formal community engagement structures, i.e., development Local Action Plans.</del>	<del>Implement recommendations and actions from review of current local decision-making committees and create new</del>	<del>Increase in engagement with community members through new structures.</del>  <del>Feedback from communities about impact of new local</del>	Housing and Communities			Removed pending further report to Council about formal community engagement structures

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
deliver on these together			<del>structures where appropriate.</del>	<del>decision-making committees.</del>  Baseline: new measures, baseline to be established in 2024/25				
Develop and expand our approach to working with communities to identify local actions and priorities and deliver on these together	7.4	Increased engagement and applications from communities to the Community Investment Fund grants programme.	Review application and assessment process and implement improvements identified through evaluation of the 2023/24 Community Investment Fund programme.	<b>Increase in the number of groups receiving community investment funding.</b>  Baseline: <a href="#">established in 2022/23 Annual Performance Report</a>	Housing and Communities	March 2025		Updated wording of measure to reflect existing measure within Corporate Plan key performance indicators.

Corporate Delivery and Improvement Plan 2024/25

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				<p><b>Increase in the number of people benefitting from a Community Investment Fund funded project</b></p> <p>Baseline: 2021/22 36,115 people benefitted from a Community Investment Fund funded project</p>				
<p><b>Deliver our internal cultural change programme ensuring all staff contribute to our</b></p>	7.5	An empowered and skilled workforce who are confident in engaging with resident and communities and demonstrate the organisational values	Delivery of action within the Employee Engagement and Cultural Change Programme.	<p><b>Feedback from our workforce, managers, and community members.</b></p>	Strategic Planning, People and Performance	March 2025	<p>Employee Engagement Plan 2023</p> <p>People and Culture</p>	



Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
commitment to engage with and be accessible and responsive to our residents and communities		and expected behaviours at all times.		Qualitative measure to demonstrate positive impact  <b>Number of participants in leaning and development opportunities.</b>  Baseline: 2023 (1,190)			Strategy (in development)	
Deliver our internal cultural change programme ensuring all staff contribute to our commitment to engage with and	7.6.2	An empowered and skilled workforce who are confident in engaging with resident and communities and demonstrate the organisational values and expected	Learning and development opportunities for staff on community engagement and participation	<del>Number of participants in community engagement and participation learning and development opportunities</del>  Baseline: new measure at this	Strategic Planning, People and Performance	March 2025		Removed as no identified funding/resource in new structure to deliver

Corporate Delivery and Improvement Plan 2024/25

Corporate Priority Action	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
be accessible and responsive to our residents and communities		behaviours at all times.		level of detail, baseline to be established in 2024/25				

## Improvement activity: Best Value Themes

Best Value Theme	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Vision and Leadership	8.1	Rationalise and consolidate management and supervision roles across the organisation to support our new operating model and delivery of the Corporate Plan priorities	Undertake phase 2 of the Leadership Review	<p><b>Reduction in number of management and supervision roles across the Council</b></p> <p>Baseline: to be established</p> <p><b>Identified budget savings for 2024/25 of £600,000 achieved.</b></p> <p>Baseline: n/a</p>	Strategic Planning, People and Performance (for HR support, responsibility for delivery sits with all Strategic Leads)	March 2025 (for year 1)	<a href="#">Transformation and Change Strategy</a>  <a href="#">Framework for Managing Workforce Changes</a>	New improvement action based on budget decisions

Corporate Delivery and Improvement Plan 2024/25

Best Value Theme	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
Staff	8.3	Deliver a workforce plan for the Council which sets out the challenges facing the workforce; data in terms of workforce numbers, deployment, age profile, and risks and actions in individual employment groups	A detailed People and Culture Plan will be taken to the Finance and Resources Committee by June 2024	<p>People and Culture Plan approved by Committee</p> <p>Improvement action acknowledged as complete by external auditors</p> <p>Baseline: n/a</p>	Strategic Planning, People and Performance	30 June 2024	<p><a href="#">Best Value Thematic Review 2022/23</a></p> <p>People and Culture Plan (in development)</p>	Included as improvement action from Best Value Thematic Review 2022/23
Performance management and risk	8.4	Implement a process for routinely reporting progress on the 2019 Best Value Assurance Report action plan to committee	An annual update will be provided through the Corporate Annual Performance Report. We will also report six monthly to the public.	Best Value Assurance Report progress included within Annual Performance Report for 2023/24	Strategic Planning, People and Performance	October 2024	<p><a href="#">Best Value Thematic Review 2022/23</a></p> <p><a href="#">Best Value Assurance Report 2019</a></p>	Included as improvement action from Best Value Thematic Review 2022/23

Best Value Theme	Ref	What improvements do we want to achieve?	How will we make these improvements?	How will we know if we have been successful? (Baseline included for reference)	Strategic Lead	Target date	Linked strategy/ plan	Change(s) from draft and reason
				Best Value Assurance Report update published on our <a href="#">public performance information hub</a> .				
Partnership and collaborative working		A financially sustainable model for the delivery of sport, leisure and culture services currently delivered through our three Arms Length External Organisations	Implement recommendations from the Transformation Review of Arms Length External Organisations	Reporting on progress of recommendations and development of implementation plan	Projects and Programmes	March 2025	<a href="#">Transformation Review of Arms Length External Organisations</a>	New action based on priority of this work
Partnership and collaborative working		Review effectiveness of Tayside Contracts model to deliver against our corporate priorities	Undertake a review of Tayside Contracts	Review scope developed and agreed	Projects and Programmes	March 2025		New action based on priority of this work

# Performance Reporting and Improvement Planning

