

Appendix 2 - Perth & Kinross Offer – An Indicative Action Plan

| Year | Theme | Output/Outcome | Actions |
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| By Year 5: Locality Multi-Disciplinary Teams - People and Place approach fully established and embedded - working with our community planning partners, local business and communities pulling together all our expertise, skills, and resources to enable greater outcomes by co-creating and co-delivering solutions. | | | |
| 2022/23 (Year 1) | Equalities | <ul style="list-style-type: none"> Enhanced relationships with communities to tackle inequality and deliver better outcomes for individuals Consider new ways of working through establishing locality multi-disciplinary teams to deliver an integrated, flexible model of service delivery designed around people and place with a focus on enabling supportive and inclusive communities Localities Framework agreed Locality profiles finalised Shared way of working across all localities initiated Locality governance arrangements agreed | <ul style="list-style-type: none"> Continue to empower decision making by local communities, with targeted budgets and resources. Keep working to tackle discrimination and prejudice, promoting equal opportunities for all, creating a fairer Perth & Kinross Fully understand the impact of COVID-19 on communities across Perth and Kinross, and what support is needed to recover Work to deliver this in a step-by-step way making sure everyone understands and is engaged at each step Gather information on what we hear from communities and localities and work together to develop solutions with a particular focus on learning from lived experiences <p>Locality Frameworks</p> <ul style="list-style-type: none"> Finalise review and analysis of baseline data and resource mapping of current landscape Agree localities Finalise Locality Profiles Continue to build on data/intelligence <p>Locality Multi-disciplinary Teams and arrangements</p> <ul style="list-style-type: none"> Hold a series of locality workshops with Multi-Disciplinary Teams to agree priorities, actions, and ways of working Agree initial outcomes and priorities for each locality and establish internal “commissioning” arrangements Develop a plan for locality governance arrangements |

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| | | <ul style="list-style-type: none"> Connected resources plan developed Locality and themed Offers developed | <ul style="list-style-type: none"> Consider the need for community link workers / community champions in each locality Prepare a scope and plan for a connected resources model <p>Community Engagement</p> <ul style="list-style-type: none"> Use the Place standard and 20-minute neighbourhood tools to work with Elected Members and communities to evaluate the quality of communities and identify priorities Undertake lived experience assessments Undertake listening events and ward meetings within communities Work with communities, staff, Elected Members, and businesses to develop local and service specific offers e.g., Housing; Poverty; The Street; Climate Change; Locality Engagement: Communication & Marketing Plan developed Develop themed workstream offer |
| 2023/24 (Year 2) | | <ul style="list-style-type: none"> Shared way of working established across all localities Joint Asset Management Framework Established Budget allocations better aligned with community priorities | <ul style="list-style-type: none"> Establish a framework for strategic planning and scrutiny at locality level (Elected Members, Locality Leads, Community Representatives) Community Asset Transfer Strategy reviewed Implementation of connected resources plan Budget review to support shift of budget allocation to early intervention and prevention |
| 2024/25 (Year 3) | | Self-Evaluation undertaken | <ul style="list-style-type: none"> Review progress – monitor and evaluate Identify lessons learned Build and develop approach |
| 2025/26 (Year 4) | | Self-Evaluation undertaken | <ul style="list-style-type: none"> Review progress – monitor and evaluate Identify lessons learned Build and develop approach |

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| 2026/27 (Year 5) | | Self-Evaluation undertaken | <ul style="list-style-type: none"> Review progress – monitor and evaluate Identify lessons learned Build and develop approach |
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| By Year 5: Our organisational culture will be one whereby we demonstrate our values in all that we do and where staff and communities have a shared sense of ownership and pride and are empowered to make decisions. | | | |
| 2022/23 (Year 1) | Culture Change | <p>Our staff will feel confident and empowered and have the skills to work with and within communities</p> <p>All staff and Elected Members undertake the employee experience and understand the vision, Offer and organisational values and principles</p> <p>Staff working within locality Multi-Disciplinary Teams will have commenced training and support programme.</p> | <ul style="list-style-type: none"> Deliver the Organisational Development Plan Develop a virtual / physical Employee Offer ‘experience’ which outlines all aspects of the Offer, sets clear direction, and focuses on the impact of our own values and behaviours Enable managers to facilitate Think Yes and Unwritten Ground Rules sessions for teams – this is used to plan for the culture we all want to see, hear and experience Develop our Leadership Programme with Leadership Masterclasses, opportunities for learning and reviewing the Development Discussion process Ensure our staff have opportunities for wellbeing support and established ways of giving feedback on what matters to them Review support, training, and investment for communities to ensure they have the capacity, skills and knowledge required via formal and informal opportunities such as Residents Academies, Activate and accredited learning courses Identify actions and resources requires to enable greater levels of formal and informal volunteering such as training, certification, named contacts, insurance, support |
| 2023/24 (Year 2) | | Further extend our Culture Change Programme | <ul style="list-style-type: none"> Offer the employee experience to Community Planning Partners / 3rd sector Continue to develop/refine and embed our approach |
| 2024/25 (Year 3) | | Self-Evaluation undertaken | <ul style="list-style-type: none"> Review progress – monitor and evaluate Identify Lessons learned Build and develop approach |
| 2025/26 (Year 4) | | Self-Evaluation undertaken | <ul style="list-style-type: none"> Review progress – monitor and evaluate Identify Lessons learned Build and develop approach |
| 2026/27 | | Self-Evaluation undertaken | <ul style="list-style-type: none"> Review progress – monitor and evaluate |

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| (Year 5) | | | <ul style="list-style-type: none"> Identify Lessons learned Build and develop approach |
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| By Year 5: We will have a better understanding of the needs of local communities as well as an improved understanding of what public bodies can offer. Communities will be fully engaged in the Offer and enabled and empowered to identify, design, and deliver their own solutions. | | | |
| 2022/23 (Year 1) | Engagement | <p>Hear from seldom heard groups and communities so we can understand better what matters to them and work together to achieve desired outcomes</p> <p>Choose the right method of engagement, for the right audience, at the right time</p> <p>Offer a variety of opportunities that are accessible and inclusive so everyone can be involved if they choose</p> <p>Work alongside our communities in areas where we can add the most value, listening to people and allowing them to give feedback in a way they choose</p> <p>Build capacity with our staff so they are confident and experienced in how they interact with our communities</p> | <ul style="list-style-type: none"> Develop an action plan where we outline the different opportunities for people to get involved in our work Work with communities to identify what support, skills, and resources they need to get involved Promote opportunities to get involved through our communications so that people are aware of what is on offer Develop a toolkit for staff around engagement methods, tips for events and facilitation of groups Work jointly with our established community groups to hear views, suggestions, and ideas Tell and share stories – internally and externally. People relate to people, so we will ensure that experiences of staff and community members are at the heart of our content. Through the development of the Locality Multi-Disciplinary Teams and delivery of the Community Learning Development plan: <ul style="list-style-type: none"> continue to promote and embed wide ranging community engagement and the development of community led activities Improve practice and develop resources to inform and support specific communities Establish a framework for strategic planning and scrutiny at locality level Promote the good governance toolkit to groups Review community / public engagement approach to budget setting and informing strategic priorities |

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| | | <p>Build capacity with our communities so they are confident and have the necessary support and resources to contribute and influence</p> <p>Community Volunteering strategy agreed</p> <p>Higher levels of public engagement in the budget setting process</p> <p>Communities will have greater support to manage their own assets</p> | <ul style="list-style-type: none"> Review current arrangements and resource requirements for Community asset transfers with communities to identify any improvements Review and develop our funding offer for communities: <ul style="list-style-type: none"> review the 1% Mainstream Participatory Budget model to align with the Offer and meet the needs of our communities Develop sustainable funding solutions e.g., Community Investment Fund; Collaborative commissioning; community link workers, seed funding etc Assess demand for support around funding applications and identify solutions Engage with communities and communities of interest to establish the best forum for engagement e.g., Peoples' panel, Young Person's Panel etc |
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| 2023/24 (Year 2) | | Continuation of Year 1 | <ul style="list-style-type: none"> Continue to refine and develop our approach |
| 2024/25 (Year 3) | | Self-Evaluation undertaken | <ul style="list-style-type: none"> Review progress – monitor and evaluate Identify Lessons learned Build and develop approach |
| 2025/26 (Year 4) | | Self-Evaluation undertaken | <ul style="list-style-type: none"> Review progress – monitor and evaluate Identify Lessons learned Build and develop approach |
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By year 5: Our approach to communications and marketing will ensure that we make the Offer a reality for staff and communities. It will enable the Offer to come to life by supporting behaviour change, providing clarity and enabling understanding, encouraging ownership and buy in and providing reach and impact.

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| 2022/23 (Year 1) | Communication/Marketing | <p>Working closely on internal and external communications and marketing to ensure consistency and to take advantage of the interconnectedness of our audiences. For example, staff are also residents, elected members are also business people, business people are also parents etc</p> <p>Providing opportunities and stories for staff to understand what the Offer means for their area of the business, and to shape its development and take ownership of delivery within their sphere of influence</p> <p>Supporting external engagement with our partners, communities, businesses, and people</p> <p>Changing the conversation around the services we provide and the way we</p> | <ul style="list-style-type: none"> ▪ Deliver an integrated communications, marketing and engagement strategy which is flexible and aligned with the key principles and themes of the Offer, and details all campaigns and programmes being planned to support the Offer. ▪ Raise awareness of the Perth & Kinross Offer internally and externally by implementing and ensuring consistent use of the Offer branding in a way which is visible and impactful. ▪ Ensure the message of the Offer is at the heart of all our communications and marketing channels by making the connection to the themes clear in all related content. ▪ Develop a Perth & Kinross Offer toolkit for staff on how to consistently talk about the Offer, and how to share success stories. ▪ Tell and share stories. People relate to people, so we will ensure that experiences of staff and community members are at the heart of our content. ▪ Develop our channel strategy for the Offer, with a clear purpose and audience for each channel (website, social media, newsletters, local media etc), focussing on those which will have the most impact and help to reach the seldom heard. |
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| | | <p>interact with our communities, by influencing the language we use and the stories we tell</p> <p>Ensuring we work in areas where we can add the most value and allow people the space to tell their own stories in the way which is most comfortable for them</p> | |
| 2023/24 (Year 2) | | Continuation of Year 1 | <ul style="list-style-type: none"> Continue to refine and develop our approach |
| 2024/25 (Year 3) | | Self-Evaluation undertaken | <ul style="list-style-type: none"> Review progress – monitor and evaluate Identify Lessons learned Build and develop approach |
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| By year 5: we will be flexible in how we provide our services which is centred around the people receiving them and pulled resources that enable greater effectiveness in the achievement of outcomes | | | |
| 2022/23 (Year 1) | Enablers | HR Policies & Procedures reflect our culture and behaviours | <p>Human Resources</p> <ul style="list-style-type: none"> Incorporate our values and the ethos of the Offer into all HR materials and resources and processes including recruitment and induction Review our recruitment processes to reflect our values and behaviours – recruit for values and attitudes – train for skills and knowledge |

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| | | <p>Our workforce demonstrates our values and behaviours</p> <p>Business Systems and processes developed to embrace technological advancements</p> <p>Greater customer focus in the development of our systems and processes</p> | <ul style="list-style-type: none"> Review one to one and staff appraisals to align with the Offer and values and behaviours Review workforce planning arrangements to ensure we have the right people with the right skills doing the right things <p>Resources / Assets</p> <ul style="list-style-type: none"> Work with Communities and Locality teams to develop a connected resources model Identify all opportunities for shared spaces Review Budget allocation arrangements to support a shift where possible to community priorities/ needs and prevention and early intervention – (people and Place and community groups and activities, supporting grassroots activities) Progress the working smarter activity – hybrid-working, technology, property Support communities by simplifying funding processes and empowering communities to access funding <p>Performance and Risk Management</p> <ul style="list-style-type: none"> Take forward the modernising performance programme including system development and data analytics. <p>Transformation /Improvements</p> <ul style="list-style-type: none"> Establish a transformation programme to support the effective delivery of priorities and the Offer Simplify our customer processes |
| 2023/24 (Year 2) | Continuation of Year 1 | | <ul style="list-style-type: none"> Further refine and develop our approach by listening to staff, partners, and the people of Perth and Kinross. |
| 2024/25 (Year 3) | Self-Evaluation undertaken | | <ul style="list-style-type: none"> Review progress – monitor and evaluate Identify Lessons learned Build and develop approach |
| 2025/26 (Year 4) | Self-Evaluation undertaken | | <ul style="list-style-type: none"> Review progress – monitor and evaluate Identify Lessons learned Build and develop approach |
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| (Year 5) | | | <ul style="list-style-type: none">▪ Identify Lessons learned▪ Build and develop approach |
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