

PERTH AND KINROSS COUNCIL

15 December 2021

Perth & Kinross Offer Framework

**Report by Depute Director (Communities)
(Report No. 21/246)**

PURPOSE OF REPORT

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

In addition, the report provides an update on progress made in developing and delivering the Offer since last reported to Council on 7 October 2020 (Report no. 20/181).

1 INTRODUCTION

- 1.1 The Perth & Kinross Offer places people at the heart of everything we do, recognising that everyone has something to offer and a contribution to make in the area. It builds upon our existing success of working with and for our communities, setting out our commitment to balance the relationship between people who design and deliver services and those who use them. Our varied communities have many strengths and assets, they are good at identifying their needs and designing solutions, improving outcomes as a result.
- 1.2 The ethos and approach of the Offer is not new to Perth and Kinross. The Council and its partners have been working with and within our communities to improve outcomes for people for many years. More recently, during the pandemic, we have evidenced the Offer in action where communities worked with us and our partners as well as independently to support the most vulnerable people in our areas. We want to continue building on this good practice so that people continue to be at the heart of everything we do and the ethos of our Offer becomes fully embedded in how we work.
- 1.3 The Perth & Kinross Offer Framework attached as Appendix 1, sets out our plan for taking forward the principles and aims of the Offer over a 5-year period. It is intended to be a strategic internal document, setting out the actions required to develop the Offer aim of “Working together so everyone in Perth and Kinross can live life well”.
- 1.4 Although, the Framework has been written with a specific internal focus, it clearly recognises the need for increased partnership working across the area to achieve the reach and impact at the pace of scale required. The Framework also sets out our plans for external communication, developed to clearly convey the key messages of the Offer in an easy-to-understand way.

- 1.5 Based on feedback from Elected Members we have written the framework in plain English and based it around four easy to understand “pillars”:
- *Building our Offer* (the why) provides background information on the context of the offer as well as the aims, principles, and values
 - *Building our Culture* (the how) and developing our offer through communications, engagement, and organisational development
 - *The Offer Workstreams* (the what) sets out the “golden thread” between the delivery of the Councils 5 strategic objectives and how the Offer will underpin the achievement of these aims through key work programmes
 - *The contribution of people and groups* (the who) gives some specific suggestions and guidance to different groups who will be key to the success of the Offer
- 1.6 The Framework also clearly sets out why we are taking this approach. The increasing demand for services, rising costs and the changing needs of our population as well as legislative and national commitments mean that we can no longer continue delivering our services in the same way. Local Authorities across the country are beginning to rethink how we must work with partners and communities to meet the pace and scale of the common challenges we face.
- 1.7 To ensure our approach is evidence based, we have been learning from other local authorities who have been leading the way with similar transformation programmes. All of these organisations have made great progress improving collaboration and partnership working with and within their communities, using the principles woven throughout the Perth & Kinross Offer. We have been learning from areas such as Wigan (the Wigan Deal), East Ayrshire (Vibrant Communities) and Barking & Dagenham (Everyone Everyday programme).
- 1.8 There are already great examples of where the principles and the ethos of the Offer are working in action across all areas of Perth and Kinross. The Offer framework provides us with a clearer plan to embed this approach more fully, to ensure it has reach and impact, and that staff, elected members and communities have the information and tools they need.
- 1.9 If we want to fully embrace the Offer, we must recognise that this is a long-term commitment – Wigan Council first started their approach to the Wigan Deal in around 2010 and this continues to evolve and develop today.
- 1.10 The Kings Fund recently commented *“The Deal has been at least ten years in the making and is still a work in progress, as its architects readily admit” and “The Deal has given public servants in Wigan a set of guiding principles that inform how they work with each other and with people using services.”*
- 1.11 The Perth and Kinross Offer has already been commended for its potential step change plan and the Accounts Commission in their Best Value Report 2019 highlighted that:

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

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

“We would encourage the Council to consider how its ongoing review of its governance and decision making might help it better involve and empower communities”

2. PROGRESS TO DATE

2.1 Since our last report to Council on 7 October 2020, we have continued to take forward the key actions and commitments made around development of the Offer. While the pandemic has continued to impact on our timeframes throughout the year, we have seen the Offer in action, demonstrated by the joint working between ourselves, communities and our partners to support people who needed it most. We have also demonstrated progress through the following actions:

- undertook a number of engagement sessions on developing the Offer and Framework (including Elected Members, Community Planning Partnership, Staff, Culture Leads)
- agreed the aim, principles, and values for our wider Offer approach
- commenced delivery of the Organisational Development plan and its four key themes including Enabling Cultural Change and Nurturing Health and Wellbeing
- continued ongoing internal communication to promote and embed the collaborative ethos of the Offer
- continued to meet with our MOWG to set the strategic direction for the Offer Framework
- progressed work with and within our communities through different projects such as WeAll, Young Carers Strategy, equalities engagement sessions and climate change consultations
- worked with our internal Culture Leads Group to develop our organisational values into a behavioural framework which will be incorporated in the Employee Offer Experience
- updated our P&K Offer website pages and finalised the P&K Offer video and feedback animation
- produced a plain English introduction to the Offer with Pink Elephant Communications – for public information
- developed a draft Employee Offer Experience session plan to get underway in early 2021
- developed our Perth & Kinross Offer Framework using feedback received to set the context, future direction, and key actions for implementation.

2.2 Moving forward, the Framework sets out high level programmes of work for progressing the Offer within the “roadmap and key milestones” (page 45). In addition, a more detailed action plan (appendix 2) has been developed and is progressing. This plan gives Officers direction and focus over the next few years. Central to this will be the Cultural Change Programme with specific

actions around communication, marketing, engagement and developing the Employee Offer Experience.

3. CONSULTATION AND ENGAGEMENT

- 3.1 As mentioned above, over the past few months, we have undertaken extensive consultation on different aspects of the Framework and our communications / engagement approach with a number of key stakeholders including Elected Members, Community Planning Partners, Staff and Senior Officers.
- 3.2 We have also been benchmarking with others who have undertaken similar journeys. We received positive feedback from our colleagues in East Ayrshire Council who have delivered a similar approach through their Vibrant Communities programme with an ethos similar to that of the offer.
- 3.3 We have included as Appendix 3, an infographic which breaks down all the groups with whom we have engaged with over the past year and examples of the feedback we have received around the Offer approach and the positive outcomes that we are hoping to achieve. This has also been incorporated as a link within our Framework document (page 5).

4. ENABLING THE OFFER

- 4.1 The principles and values outlined within the framework have been reached as a result of extensive consultation, both internally and externally. They set out how we will work in partnership with all our communities, enabling greater trust, confidence and providing clear expectations and direction for our workforce.
- 4.2 The Perth & Kinross Offer Principles of Bold Vision, Enabling/Think Yes, Partnership/Collaboration and Kindness reflect the ethos of the Offer and how we want to work with our communities to achieve our aim. They are closely linked to our internal values, and we will ensure that they continue to be connected through our Employee Offer Experience.
- 4.3 Our internal values; Ambition, Compassion and Integrity were developed through extensive engagement with our workforce. To further embed this in our organisation, our culture leads group are developing a Behavioural Framework to give examples of how the values should work in our everyday roles. For example, being comfortable with a culture of positive and direct challenge and taking accountability for work.
- 4.4 The Framework is intended to enhance our corporate objectives and will support the delivery of key priorities through 5 key workstreams (The 5 Es):
 - Equalities, Empowerment & Fairness
 - Economy
 - Education & Learning
 - Environment
 - Enabling (working smarter)

- 4.5 The Equalities and Enabler workstreams are overarching and their actions will weave through all of the workstreams and have a wider impact upon our day to day delivery of services. These workstreams will provide support and resources in these areas to ensure that teams and staff are adopting the approaches and working towards the Offer aim and principles.
- 4.6 The Offer acknowledges that communities have strengths and assets and are good at identifying their needs and designing solutions. Our workstreams as well as wider actions and service delivery will build upon existing success and recognise that different localities have different challenges, demography, and priorities and the workstreams will work with and within communities to achieve local solutions and outcomes.
- 4.7 To be successful we will require to take a flexible approach, be risk aware and not risk averse and embed our “think yes” approach. We need to acknowledge that we will not always get things right and when this happens acknowledge this as a learning opportunity to develop and innovate.
- 4.8 The Enabling workstream recognises that we need to change the way we work. It will involve challenging traditional assumptions about how we do things and embrace better ways of working. More specifically we need to consider areas which can be seen as potential barriers. For example, connected resources; budgets and access to funding; digital solutions; systems and processes; organisational culture, human resource policies.
- 4.9 We have several established governance arrangements in place that monitor achievement of corporate and service outcomes and objectives. Progress in delivering the Offer will be reported through a range of these established processes and importantly demonstrate the principles and ethos of the Offer.
- 4.10 To set how this will work in practice and give more detail, the framework includes a high-level indicative road map of workstreams which will be supported by more detailed action plans. These plans require to be flexible and allow the Offer to evolve and develop as we listen and engage with the people of Perth & Kinross.

5. THE OFFER IN ACTION

- 5.1 To bring the Offer to life and enable people to connect and understand it we will use real life stories to illustrate how it is already working within our communities.
- 5.2 It is acknowledged that there are already great examples of the Offer in action, and we have used these as case studies to bring the offer to life and model best practice throughout the framework. There are great examples of:
- staff and teams working in partnership with communities and partners
 - what communities have managed to achieve without Council support,
 - where our staff have adopted a “think yes” approach to deliver person centred outcomes

- where we have worked collaboratively with a range of partners to deliver great outcomes.

5.3 The framework contains only a few examples, however and we are currently developing a full library which we will make available on our website and continue to build as we gather more case studies and see the impact of our Offer build momentum.

6. NEXT STEPS

6.1 As we develop and deliver the Perth & Kinross Offer into the future, we will continue to work with all of our partners and staff to add pace and create positive actions. In terms of next steps, we will:

- continue to develop our internal Employee Offer Experience and start the delivery of the virtual programme from early 2022;
- work with specific organisations from our Community Planning Partnership to develop clear programmes of work that support the Offer in Action;
- develop our Communications & Marketing Plan for implementation by January 2022;
- identify specific areas where we will work in partnership with community groups and individuals to grow our Offer approach
- develop our Engagement Strategy across the Council – building capacity and growing our internal skills and experience.

7. CONCLUSION AND RECOMMENDATIONS

7.1 The message of our Perth & Kinross Offer is simple, we believe that everyone has something to offer and by all playing our part, we can make our area an even better place to live, work and visit. No involvement is too small, from recycling more, shopping locally to volunteering in local communities, everyone has something to contribute.

7.2 The Perth and Kinross Offer framework sets out a clear plan on how we will build on our relationships with communities, business and people of Perth and Kinross and help to achieve the aim of the Offer, “working together so everyone in Perth and Kinross can live life well”.

7.3 The offer underpins the Council’s 5 Strategic objectives as well as meeting national and legislative commitments to further embed community empowerment and involvement in the decision-making process so that it meets the particular needs of communities.

7.4 It sets out an ambitious and long-term plan which requires to be flexible and adaptable to meet emerging needs and priorities.

7.5 It is recommended that the Council:

- (i) note the progress made since the last report

- (ii) note the drivers for the change in the way we do things and the links to the strategic planning objectives
- (iii) approve the Perth & Kinross Offer Framework as detailed in appendix 1

8. APPENDICES

8.1 Perth & Kinross Offer Framework 2022-2027

8.2 Perth & Kinross Offer Action Plan

8.3 Perth & Kinross Offer – consultation and engagement feedback

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