

PERTH AND KINROSS COUNCIL

27 February 2012

DRAFT PERTH AND KINROSS COMMUNITY PLAN 2013 - 2023

Report by the Chief Executive

ABSTRACT

This report presents the draft Perth and Kinross Community Plan 2013-23 and seeks approval to commence public consultation as part of a Strategic Environmental Assessment process.

1 RECOMMENDATION(S)

- 1.1 It is recommended that the Council:
- (i) Considers the draft Perth and Kinross Community Plan 2013-23;
 - (ii) Agrees the proposed public consultation process (as set out in Section 4);
 - (iii) Notes that a further report will be submitted to Council detailing the outcome of the consultation process; and
 - (iv) Notes that the Single Outcome Agreement will be reported to Council in June.

2 BACKGROUND

- 2.1 Over the last twelve months engagement has taken place with colleagues across the Community Planning Partnership (CPP) through a number of senior management development sessions and also an improvement conference to explore the journey the CPP has been on so far.
- 2.2 The outcome from these sessions has been an acknowledgement by staff across the CPP of the high quality services delivered in partnership on a daily basis in Perth and Kinross. There are many examples of where we have improved the services we provide to the public through joint working. Whilst these strengths are recognised across the CPP, they are also confirmed by external scrutiny bodies which demonstrates the outstanding nature of many of our services, in particular child protection.
- 2.3 The sessions have ensured that our staff have a shared understanding of the challenges we face going forward in terms of responding to change, economic uncertainty and inequalities in life opportunities. The level of change we face is unprecedented and it is clear that we will be faced with some hard choices over the coming months and years ahead.
- 2.4 The outcome of these sessions was an agreement of four priority themes for the area: Getting it right for every child; health and wellbeing; sustainable development; and safer communities. These themes have been explored further to identify five new outcome focussed strategic objectives which form the basis of this draft Perth and Kinross Community Plan 2013-23.

3 PERTH AND KINROSS COMMUNITY PLAN 2013-23

- 3.1 The Single Outcome Agreement (SOA) is required to address all sixteen of the Scottish Government's National Outcomes. However, within those outcomes, the level of prioritisation is a matter for the Council and Community Planning Partnership (CPP), subject to robust evidence and analysis of our local context.
- 3.2 The new draft Perth and Kinross Community Plan (Appendix 1) builds on the priorities and outcomes identified in the SOA 2009-11 and our existing Community Plan and combines them into one strategic document for the partnership. This constitutes a further step change in our integrated working across the area.
- 3.3 The new plan focuses on five strategic objectives :
- Giving every child the best start in life
 - Developing educated, responsible and informed citizens
 - Promoting a prosperous, inclusive and sustainable economy
 - Supporting people to lead independent, healthy and active lives
 - Creating a safe and sustainable place for future generations
- 3.4 Each objective in the strategic plan sets out a clear context within which the partnership is striving to make an impact and drive improved outcomes. Local outcomes, performance indicators and milestones for delivery are set out for each objective.
- 3.5 All partners will reflect these priorities and local outcomes within their own corporate and delivery plans and be able to demonstrate the 'golden thread' across their organisations.

4 PROPOSALS – NEXT STAGE

- 4.1 The new draft Community Plan requires to undergo a formal public consultation process as part of the Strategic Environmental Assessment process.
- 4.2 It is proposed that consultation takes place with designated SEA consultees and the wider public as well as employees through workshops during March and April 2013. Information will be made available on the Council and partner websites to facilitate as wide a response as possible.
- 4.3 An environmental report will be completed and be submitted to the Consultation Authorities together with the Plans for their consideration. Approval for the final versions of the Plan will be sought from Council in May 2013.
- 4.4 The Scottish Government requires that our Single Outcome Agreement be submitted by the end of June 2013.

5 CONSULTATION

- 5.1 The new draft Community Plan has been the focus of consultation involving Community Planning Partners, elected members and Council Services.

6 RESOURCE IMPLICATIONS

- 6.1 There are no resource implications arising directly from the recommendations in this report.

7 COUNCIL CORPORATE PLAN OBJECTIVES

- 7.1 The draft Corporate Plan 2013-18 outlines the Council's vision, aims and priorities which take forward the strategic objectives outlined in this plan.

8 EQUALITIES ASSESSMENT

- 8.1 The Framework and its constituent plans presented in this report were considered under the Corporate Equalities Assessment Framework and the determination was made that the items summarised in this report do not require further assessment. Equalities outcomes are embedded within this document and are reported as part of the Council and partner's equalities frameworks.

9 STRATEGIC ENVIRONMENTAL ASSESSMENT

- 9.1 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS).
- 9.2 The determination was made that the Community Plan is likely to have significant environmental effects and as a consequence an environmental assessment is necessary. An environmental report will be completed and be submitted to the Consultation Authorities together with the Plan for their consideration.

10 CONCLUSION

- 10.1 This report presents the draft Community Plan 2013-23 which clearly articulates an ambitious vision for the future for our area, our communities and our families, and clearly describes how the Council and its partners will achieve our shared ambition for excellence.

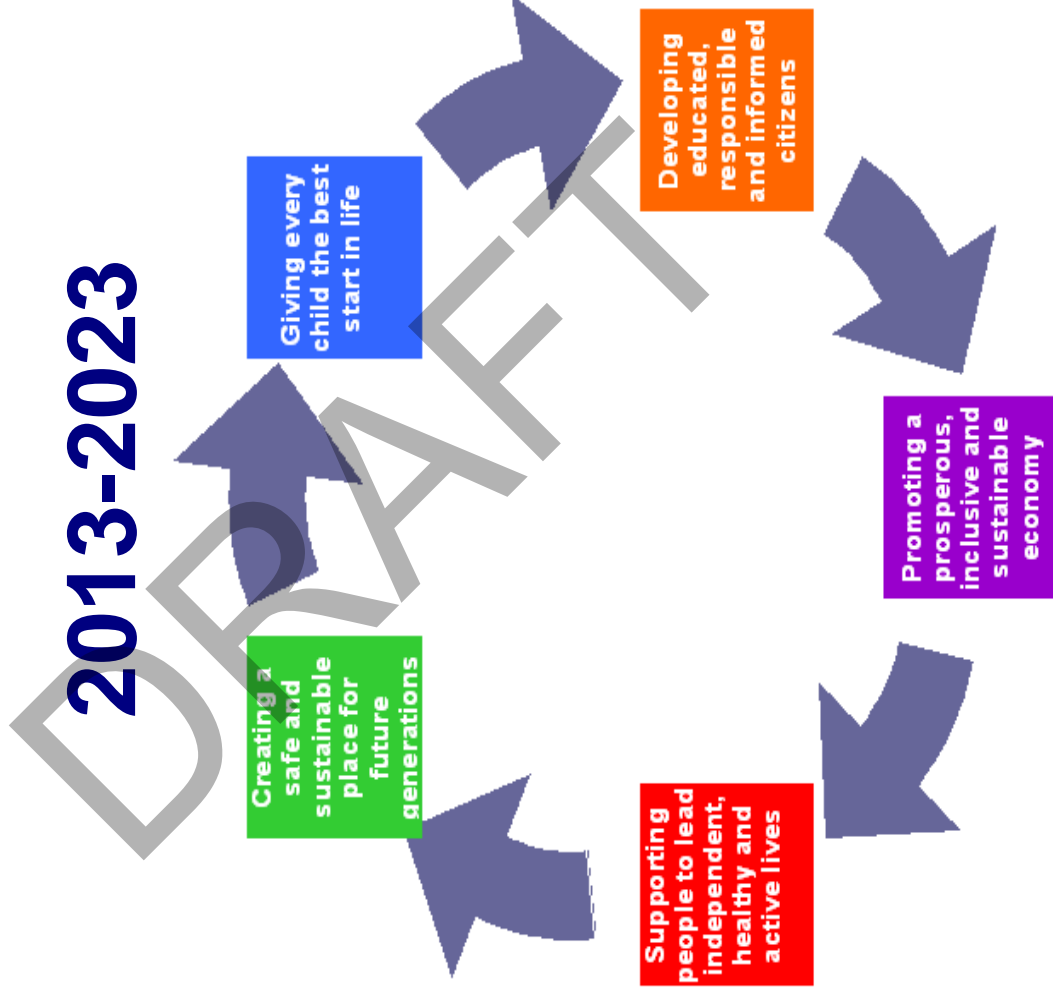
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PERTH & KINROSS COMMUNITY PLAN



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INTRODUCTION

THE JOURNEY SO FAR

Over the last decade the Perth and Kinross Community Planning Partnership (CPP) has been on a journey of improvement. Our ambition has been to achieve excellence for the area of Perth and Kinross through our people and by working in partnership.

Across the partnership we have reconfigured our services and our democratic structures, planned our financial position well, further improved our approach to strategic planning and performance management, strengthened community and customer engagement and developed a strong focus on the delivery of outcomes to make a real impact on local people's lives.

The Single Outcome Agreement (SOA) for Perth and Kinross 2009-2011 is testament to the strong, mature relationships we have developed across the partnership. Our shared strategic objectives are based on consensus of the specific local needs of our area and how we will work together to deliver real improvement for our communities.

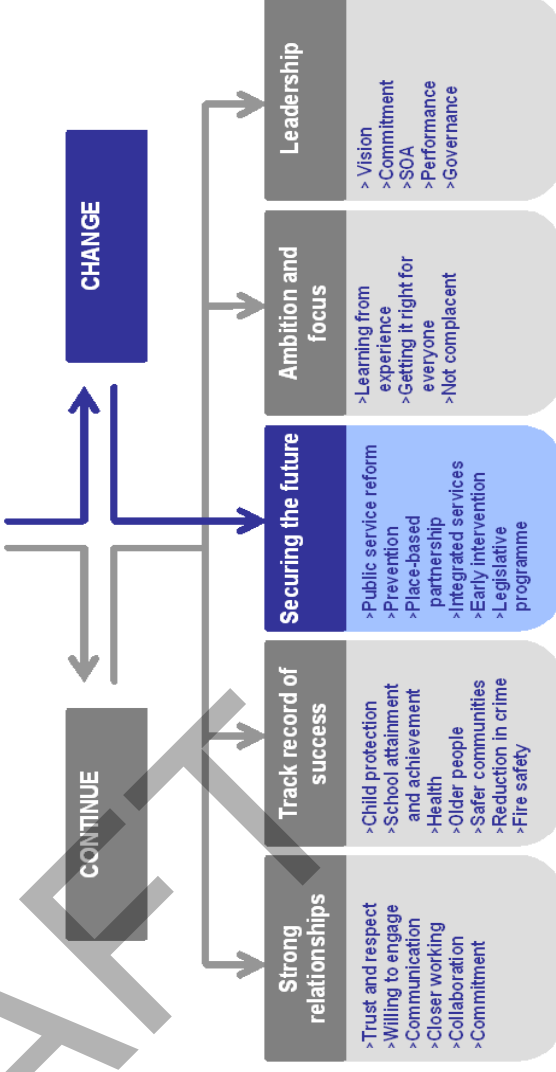
We have promoted a culture of honest, evidence based self evaluation which tells us where we perform well and where we need to improve. In general, our performance in delivering local outcomes is strong and significant progress continues to be made. We have many examples of where we have improved the services we provide to the public, as individual organisations and through joint working. This is reflected in our performance on child protection, educational attainment, youth offending, reduction in crime, health improvement, fire safety, homelessness, recycling and promoting cultural activity.

Our collective response is the key to our success: a seamless integration of public services which maximises professional experience for the benefit of our communities.

Whilst these strengths are recognised across the CPP, the confirmation of our self evaluation by external scrutiny bodies has demonstrated the outstanding nature of many of our services, in particular child protection.

Overall, we are extremely proud of the many high quality services delivered on a daily basis across Perth and Kinross, but we are not complacent and recognise that improvement must be a continuous process. We are always keen to explore and adopt new and innovative service delivery arrangements with a range of different partners. This places us in an ideal position to manage the challenges ahead and embrace the opportunity to design and deliver services for the future.

PERTH AND KINROSS COMMUNITY PLANNING PARTNERSHIP



CHALLENGES GOING FORWARD

Our current environment is characterised by change, economic uncertainty and inequalities in life opportunities. For example, we have the second highest predicted population growth in Scotland, we have an increasing ageing population who need support and have complex care needs, average monthly earnings of people in the area are below the Scottish average and we need to continue to provide our many rural communities with better access to key services.

Solutions for the future will encompass a wide range of core universal services as well as more targeted and specialist services. Our approach will mean tackling inequality at its root cause by addressing the drivers of low income, the causes of health inequalities and targeting children in their early years. Preventative approaches to 'breaking the cycle' of poverty, inequality, worklessness, substance misuse, crime or violence will be central to our future plans. This will push our resource investment toward early intervention in order to reduce future 'failure demand' on our services.

A fundamental challenge will be to provide tangible evidence that our collective services are having a positive and significant impact on people's lives. Confidence that we are doing the right things must be based on hard evidence that we are achieving improved outcomes for people in our communities. But outcomes are the result of a constellation of influences and it is difficult to isolate the level of influence that the Community Planning Partnership has on the wellbeing of the people we serve. Engaging the people we are delivering services to and systematically involving them in the assessment of services will be fundamental to our understanding of the contribution we are making and the impact we are having in the short, medium and longer term.

The challenges we face in Perth and Kinross are not unique in Scotland, but are common to all areas. However our response to these challenges is unique as it comes from a detailed understanding of the issues and opportunities within our local area; supreme passion and commitment to improving the quality of life for our people; and strong relationships bound by mutual trust, respect and ambition to work together to achieve better outcomes for our communities.

CREATING THE CONDITIONS FOR CHANGE

There is a strong ethos of partnership working across organisations in Perth and Kinross. Community Planning is well developed both as a process and as a delivery mechanism for improved services, and there is a clear commitment across all partner organisations to delivering real improvements for people.

Our approach works because as a partnership we work at two levels. At a strategic level we set shared objectives and provide direction based on the evidence of need and what is effective; this enables and empowers our staff at an operational level to work together to deliver on our shared objectives.

Going forward we aim to do more to ensure practices are shared and knowledge is transferred across the partnership. We aim to foster the right conditions to nurture creativity and innovation within our teams which will lead to more integrated service delivery and better outcomes.

In the future we need to find new ways of delivering much more with less. The views and active involvement of our citizens and communities will be important in helping us to understand what matters when we make these difficult decisions. We are committed to ongoing engagement with our communities to effectively reshape our services and develop innovative ways of addressing inequalities and improving the quality of life for all.

Together we will continue to seek opportunities to do things better – build closer relationships, work together more efficiently, more effectively and increasingly integrated. We know what we have in Perth and Kinross works, because we make it work; continuing to do so is the real challenge.

PART 1
OUTCOMES WE ARE HERE TO
DELIVER

OUR VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

OUR VISION is of a confident and ambitious Perth and Kinross, to which everyone can contribute and in which all can share. Through our strategic objectives we aim to maximise the opportunities available to our citizens to achieve their potential.

It is during our very earliest years and even pre-birth that a large part of the pattern for our future adult life is set. Giving every child the best start in life is a key opportunity to improve their chances of enjoying a positive future, regardless of their family circumstances.

At the heart of our approach is a focus on enabling all children and young people to develop the skills and attributes required to be successful, take responsibility, make effective contributions to society and demonstrate a well placed confidence about the things they do and say.

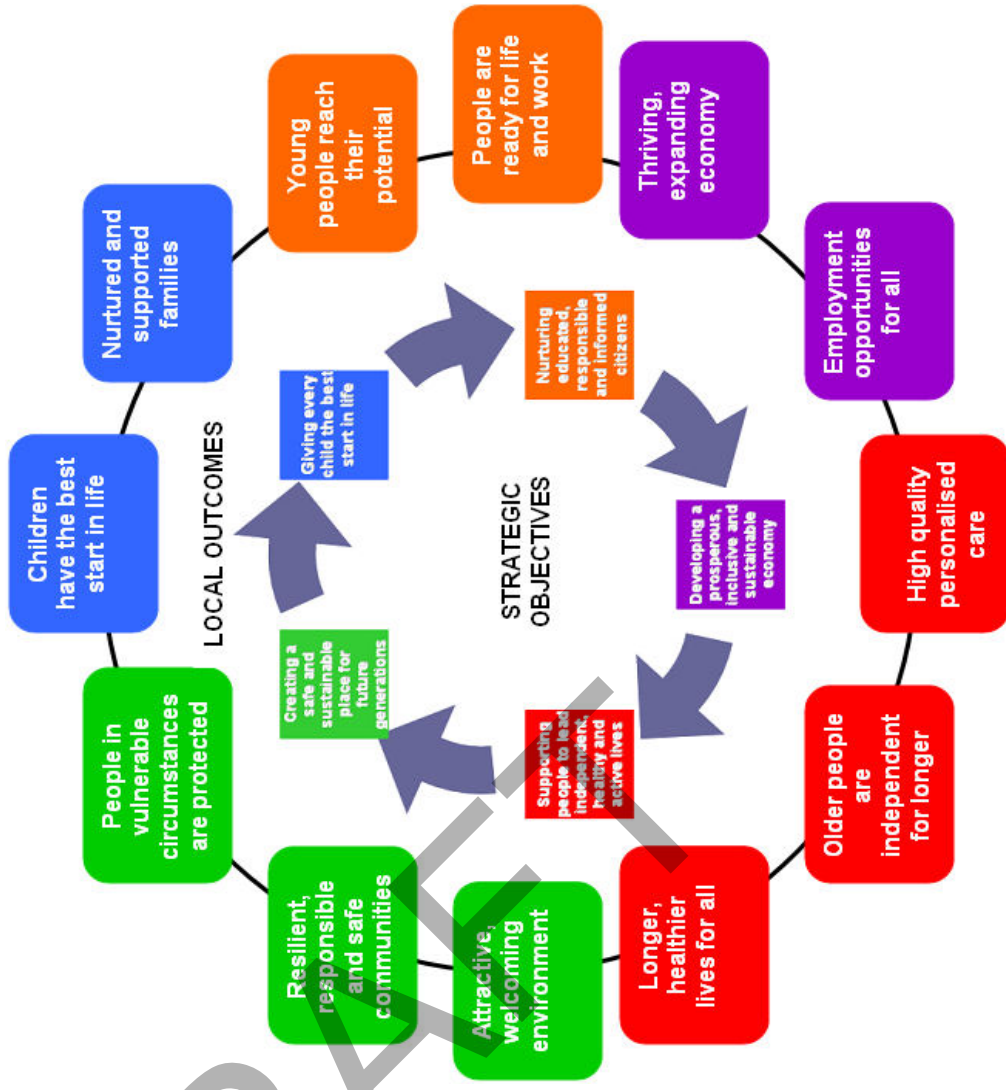
It is unacceptable that, because of a lack of income, families can be dragged into a cycle of deprivation or that older people can be deprived of the right to live in dignity. By removing barriers to employment, encouraging investment in business, skills and infrastructure and attracting new investment and employment into the area we are determined to address the root causes of poverty once and for all.

Reducing health inequalities is vital to achieving sustainable economic growth. If Scotland is to live up to its potential in terms of economic success, healthy life expectancy must increase – particularly among those whose lives are currently cut short due to deprivation or other inequalities.

Ensuring that Perth and Kinross is a place where everyone enjoys a pleasant and safe environment is important to the health and wellbeing of all our communities. We are committed to focusing our energies on tackling the issues which may negatively impact on communities and their environment to ensure they remain safe, strong and sustainable in the future.

At the heart of this plan is a desire to see investment in early intervention and prevention focused on building success and reducing the costs of failure.

A WHOLE LIFE APPROACH



The well-being of all children and young people in Perth and Kinross is paramount. With a focus on early intervention and prevention, a range of services are achieving positive outcomes for children and young people. For example, we have lower rates of children and young people who are supported through the child protection process compared with Scotland as a whole. However, although the overall picture for Perth and Kinross is good, there is some variation within our communities that the overall trends can mask. Forty per cent of children and young people live in families reliant on 'out of work' benefits or child tax credit. Furthermore although we have relatively low levels of 'looked after' children this number is increasing, as is the number of children living with kinship carers. The provision of appropriate family housing and a safe environment also impact on the well-being of children and young people. We recognise that in order to more effectively improve the lives of children, young people and families we must continue to focus on shifting the balance from intervention towards prevention.

KEY DEVELOPMENTS

Improving outcomes for children and young people has always been a priority for Perth and Kinross and our focus has been to ensure that children receive the help they need when they need it. However, across services, different assessments and plans have in the past led to duplicate meetings for parents, children and carers. We are working together to deliver more integrated and streamlined assessments and services. As a result we are seeing significant benefits to organisations as well as children and young people and their families. Our Integrated Children's Services Plan has resulted in better outcomes including: improved attainment and achievement for young people; increased young people moving on to positive and sustained destinations; and a reduction in the number of children placed in unsuitable temporary homeless accommodation (Bed & Breakfast).

Testament to the impact of the strong relationships we have developed in Perth and Kinross across the Partnership, was the Care Inspectorate's joint inspection of services to protect children and young people in August 2011. The inspection was very positive, evidencing excellent services to help keep children safe, meet needs and reduce risk of long term harm. It found that children and families

in the area are benefiting from an outstanding level of support from a very wide range of services. Such support is carefully designed to meet each child and family's particular needs. It is provided quickly and lasts for as long as it is needed. We will continue to learn from these achievements and will build on our successes as we seek to get it right for every child in Perth and Kinross.

Getting it Right for Every Child (GIRFEC) is a national approach which we will continue to embed into our daily practice to improve outcomes for all our children and young people and their families. We are ensuring a shared system of service planning and delivery is at the heart of our approach across all Children's Services. This is particularly evident in our local prioritisation of early years and parenting and embedding the principles and purposes of Curriculum for Excellence in all centres and schools. HUB nurseries, Early Years Centres and nurture provision are all designed to meet the needs of the most vulnerable children and enhance our child protection services.

We are testing models of working which will result in the increased coordination of public services through the first UK implementation of 'Evidence2Success'. This approach supports the use of evidence based programmes and practices to inform targeted investment in early intervention and prevention activities. This collaborative project has recently begun and has the aim of enhancing the safe and healthy development of children, young people and their families.

These strategies focus on prevention, early intervention and targeting support to the most vulnerable and those with the greatest need in our area. The ongoing implementation of these strategies across all our partners will ensure our services are more streamlined, accessible and coherent, providing a continuum of support from pre-birth to post-school destinations. Where possible, children will receive the support and services they require in their local community, delivered by a team of professionals using integrated and collaborative approaches to ensure needs are met and outcomes are improved.

LOCAL OUTCOMES

- Children have the best start in life
- Nurtured and supported families

CHILDREN HAVE THE BEST START IN LIFE

Contributing to our children's well-being in a range of ways helps ensure the most positive outcomes for them later in life. A healthy start in life begins at conception, runs through pregnancy and is consolidated in the very early years of life. Such a positive start helps enable young people to grow up ready to flourish and succeed and to make important contributions to society.

There has been a strong emphasis on developing early year's services in Perth and Kinross for several years and significant progress has already been made. Through engagement in the national Early Years Collaborative and embedding a bottom-up improvement culture we will increase the pace of this improvement.

Research, clearly indicates that children born and brought up in difficult, deprived and chaotic circumstances are more likely to experience physical and mental health problems later in life. Although low overall, there are a growing number of young children in Perth and Kinross whose birth family experience has been unable, for a variety of reasons, to meet their needs. The realignment of our Early Years services will help ensure that those children in Perth and Kinross who are most in need do have the best possible start in life and that they and their families receive the most effective help when they need it and for as long as they need it.

The introduction of the Family Nurse Partnership to target teenage mums in their first pregnancy is providing support to the mother and allows wider family members to contribute to positive parenting. Alongside this the roll-out of the refreshed Maternal and Infant Nutrition Framework will be key to delivery of the stretch targets set in the Early Years Collaborative,

The collaborative project 'Evidence2Success' between the Perth and Kinross Community Planning Partnership and Dartington Social Research Unit (SRU) creates a clear path towards further improving the well-being of children by establishing a sound evidence base of strengths and areas for development across Perth and Kinross generally and in defined localities specifically. The model takes a whole population approach to improving well-being but will also work with a defined community, to achieve greater benefits for children's health and development. It is proposed that, in Perth and Kinross, the community based aspect of the work will be focused on the North Perth area as this area demonstrates a higher than average demand for services.

PRIORITY ACTIONS

- We will ensure women receive appropriate support during the antenatal period to ensure babies have the best start in life
- We will ensure all children have reached all of the expected developmental milestones
- We will continue to support more women to breast feed
- We will further develop enhanced support for children aged 0-3 years and their families through the Early Years Strategy
- We will develop our provision for early learning and childcare to ensure provide high quality play and learning experiences
- We will continue to support child healthy weight interventions to reduce the increasing prevalence of overweight and obesity at P1
- We will deliver improvement in outcomes for children and young people through implementation of the Early Years Collaborative and Evidence2Success

PERFORMANCE INDICATORS

% of women smoking in pregnancy at booking (%)	Baseline 18.9% (2008/10)	Target	TBC (2023)
% of singleton low birth weight babies	Baseline TBC	Target	TBC (2023)
% of new-born babies at 6-8 weeks breastfeeding exclusively	Baseline 32.2% (2010/11)	Target	TBC (2023)
% of reaching expected development milestones at time of 27-30 month health review	Baseline To be established	Target	85% (2023)
% of 3 and 4 year old children to receive at least two applications of fluoride varnish per year	Baseline TBC	Target	TBC (2023)
% of children meeting expected developmental milestones when entering primary school	Baseline To be established	Target	90% (2023)
Severe obesity levels in P1 children (%)	Baseline 5.5% (2010/11)	Target	TBC (2023)

SUPPORTING STRATEGIES

- [Children and Families Services Strategy \(2011\)](#)
- [Early Years Strategy \(2010\)](#)

NURTURED AND SUPPORTED FAMILIES

Achieving improved outcomes for children and young people requires support that is appropriate, proportionate and timely. This may originate from within the existing universal services of health and education, or be supported by coherent joint agency assessment and intervention, at all levels.

For those children, young people and their families who require more specific support this needs to be co-ordinated and targeted appropriately. The Perth and Kinross Integrated Assessment Framework has been developed to provide a structure for gathering and analysing information with a focus on outcomes. It is underpinned by an approach which promotes resilience in a child or young person and reduces the impact of those circumstances which undermine a child or young person's wellbeing.

For example, BounceBack is an important, well researched programme in over 60% of primary schools which teaches children personal coping skills and creates school environments that help improve pupils' wellbeing.

Children need to feel safe and secure if they are to reach their full potential in life. Child protection is everyone's responsibility and many different partners work together to ensure it happens. The aim is to make the child's journey from needing help to receiving it as quick and as easy as possible. Practitioners in all partner agencies work together to prevent harm and to identify and protect children living in abusive and neglectful circumstances. Child protection services are working together to support earlier intervention in the lives of vulnerable children through robust initial screening.

An increase in the number of children and young people affected by parental substance misuse led to the development of 'Change Is A Must'; an intensive inter-agency support, assessment and intervention for children and families. Parents and practitioners have found that the process of reflecting on parents' life experiences is empowering and helps them reconsider their relationships with their children and others. Information is gathered from the interagency Children Affected by Parental Substance Misuse (CAPSM) operational group to assist with the early identification of this group of children and young people to ensure that they are getting appropriate support.

PRIORITY ACTIONS

- We will continue to take a preventative approach to child protection and keeping children safe with the introduction of child concern files
- We will continue to develop the school curriculum with a focus on developing core skills of literacy, numeracy and health and wellbeing
- We will deliver programmes such as Bounce Back and Roots to Empathy which promote resilience and develop empathy for others in children and young people
- We will extend services to support parents, e.g. support to access further education and childcare
- We will continue to provide support networks for parents with young children to enable them to help themselves and their families
- We will ensure all children and young people with additional support needs receive the appropriate support they require to meet their individual needs
- We will further refine and streamline the approaches taken by all partners who work together to support children, young people and their families

PERFORMANCE INDICATORS

% of children successfully reintegrated full time into their mainstream class from a nurture provision

Baseline To be established Target 90% (2023)

Number of people involved in family learning, adult learning and parenting programmes

Baseline 720 Target 1,000 (2023)

SUPPORTING STRATEGIES

- [Integrated Children's Services Plan \(2011\)](#)
- [Parenting Strategy \(2008 – 2012\)](#)
- [Parental Involvement Strategy \(2009\)](#)
- [Children and Families Service Strategy \(2011\)](#)

At the heart of Curriculum for Excellence is a focus on enabling all children and young people to develop the skills and attributes required to be successful, take responsibility, make effective contributions to society and demonstrate a well placed confidence about the things they do and say. Opportunities to develop skills including leadership, working with others, problem solving, critical thinking and enterprise are available for all. The effectiveness of our approach is evident in our outcomes. For example, educational attainment of young people at S4 is above the national average and there has been an increase in the proportion of young people entering positive destinations. We will continue to work together to ensure our young people are equipped with the right skills for learning, life and work in the twenty-first century.

KEY DEVELOPMENTS

Until recently, many aspects of skills development have been closely linked with 'vocational' learning, which has had different meanings in different settings. For school-age pupils this kind of learning has generally been about providing a course or context within which young people develop both specific learning and broader skills such as literacy, numeracy, team working and critical thinking. In higher and further education or training sectors vocational learning is usually oriented towards a specific trade, profession, vocation or element of work. It can involve both development of specific technical or professional skills for certain types of jobs or occupation and training in general skills and aptitudes relating to an industry.

There has been a change in the way people think about curriculum, shifting the focus from a view of curriculum content as either 'academic' or 'vocational'. Curriculum for Excellence is intended to transform educational provision in Scotland. It does this by enabling children and young people to develop knowledge, skills and attributes and values they will need to thrive in a modern society.

We know that adults with less developed skills, especially in literacy and numeracy, experience much higher levels of social and economic disadvantage than other adults.

The Perth and Kinross Skills Framework, Creating a Standard Together, has been developed to provide practical support for staff in delivering skills for learning, life and work. The development of this framework has been recognised nationally as sector leading, supporting the development of Curriculum for Excellence. The e-resource contains a variety of tools that schools and centres can use to evaluate their practice and support continuous improvement. In schools where this toolkit has been piloted there has been a significant improvement in the development of higher order skills in the children and young people.

Our collaborative approach to curriculum development across early years, primary, secondary, special and higher and further education ensure that we have developed a shared understanding and common language around skills development and application. Young people with Additional Support Needs (ASN) can have particular challenges at school and when leaving and may require ongoing support to ensure effective transitions into the world of work, further education or training. Together, we plan and deliver learning and other experiences which meet the needs of individual children and young people. This involves working with children, young people, students and employers in the design and delivery of a curriculum to meet their needs.

Developing and implementing Curriculum for Excellence is an on-going process, it is not a destination. Therefore it remains a priority for us all.

LOCAL OUTCOMES

- Young people reach their potential
- People are ready for life and work

YOUNG PEOPLE REACH THEIR POTENTIAL

In Perth and Kinross we aspire to see every single child being successful and reaching their potential and to see the gap reduced between the lowest and the highest achievers.

The Creating a Curriculum for Excellence Strategy provides the overarching framework within which schools plan curriculum pathways from 3 to 18 to develop children and young people's skills for life, work and learning and prepare all learners for post school transitions to the world of employment, education and training best matched to their needs and ambitions.

Attainment within Perth and Kinross schools continues to improve, the 2012 figures show that our schools are equal to, or above, their comparator average in 12 out of the 13 key measures of SQA attainment. In terms of our looked after children's attainment, 82% of children leaving care attained at least one subject at Level 3 and 64% achieved English and Mathematics at Level 3 in 2012.

We continue to provide a wide range of community activities for young people to help them to develop personally and socially and play an active role in their community. There are a range of achievement awards such as Duke of Edinburgh, Youth Achievement, John Muir Award, Dynamic Youth, The Saltire Awards and Munro Awards which recognise young people's contributions in a variety of settings and participation rates continue to grow. During 2011/12, 84 Duke of Edinburgh Gold Awards were presented to young people from Perth and Kinross, this is the highest number in Scotland.

More targeted support is available for young people with complex needs. For example, some young people might have grown up in the care system; they may have experienced some form of substance misuse; family breakdown or have themselves become parents in their teens. This will have affected their education and life chances with many having to fend for themselves before they have the opportunity to build the skills and resources they need to face the challenges of adult life. Some of the most vulnerable young people are prone to being at risk of offending behaviour. Although we have reduced the number of young offenders and level of anti social behaviours the ongoing focus is on helping a very small number of high risk, vulnerable young people.

PRIORITY ACTIONS

- We will support young people to reach their full potential by improving attainment and achievement for all
- We will develop wider achievement opportunities for all children and young people through cultural, sporting, volunteering and community programmes
- We will invest in our school estate to cope with an increase in the future population and improve opportunities for modern 21st century learning approaches
- We will reduce youth offending with a focus on supporting vulnerable young people who have very high levels of risk taking behaviour
- We will continue to support children with additional support needs and ensure they receive the levels of services in line with their assessed needs into adulthood

PERFORMANCE INDICATORS

National assessment framework and performance indicators are being developed nationally for attainment

Baseline - Targets to be established

Number of young people gaining achievement awards

Baseline 616 (2011/12) Target 700 (2023)

% of school estate in suitability band A & B
Baseline 82% Target 98% (2023)

% of young people (aged up to 16) engaged in early intervention processes and do not re-offend within 1 year

Baseline 36% (2010/11) Target 45% (2023)

SUPPORTING STRATEGIES

- [Raising Achievement Strategy \(2007\)](#)
- [Youth Justice Partnership Strategic Plan \(2010 – 2012\)](#)
- [Creating a Curriculum for Excellence Strategy Parts 1-5](#)

PEOPLE ARE READY FOR LIFE AND WORK

To ensure we have a well-skilled and qualified workforce that can effectively contribute to the maintenance and growth of the economy, we need to improve skills at all levels within our current and potential workforce, from basic entry level skills, through to higher level skills.

The development of core skills for life, learning and work is a key requirement of employability and many aspects of citizenship. Curriculum for Excellence provides a framework to ensure that the approach taken in schools and at Perth College UHI is in an integrated manner and is embedded within the curriculum design and the learning and teaching framework.

We will ensure that every young person has the opportunity to develop skills for work and employability through a range of appropriate experiences. This may include courses such as 'Skills for Work' and the entitlement to a work placement or shadowing prior to leaving school. This will result in young people having a greater awareness of the skills needed for the world of work and future career opportunities as well as inspire them to develop a vision for their future.

There has been an increase in the proportion of young people entering positive destinations by improving the support for leavers at risk of negative destinations for example through 16+ Learning Choices meetings in schools and the Linking into New Careers (LINC) Project. However, while numbers entering training have doubled, there are ongoing challenges around the availability of employment opportunities once training is completed.

Perth College UHI has increased its range of course provision at both university and further education levels. Additional lower level courses are available to provide taster experiences and facilitate progression for students. Secondary schools have, and continue to develop, links with Perth College UHI which enhance opportunities for young people's learning and provide effective transitions between the two sectors.

Our focus is not just on young people but on maintaining a continuum of support across the working age population. Through the CPP the Council and key partners deliver a wide range of community learning and adult learning opportunities ranging from development of basic entry level skills, through to higher level skills. This includes a focus on volunteering.

PRIORITY ACTIONS

- We will offer the "Perth & Kinross Guarantee" to support young people to continue their education, training and secure employment
- We will provide a relevant, demand-led curriculum which is suitable for students and meets employers' needs including work placement opportunities
- We will provide expanded opportunities for Vocational Skills to ensure school leavers are well prepared for the world of work
- We will develop more systematic collaborative links between colleges and universities to enhance our students' and communities' education and training opportunities
- We will improve the skills profile of the adult population
- We will support lifelong learning opportunities for adults through cultural, sporting, volunteering and community programmes

PERFORMANCE INDICATORS

% of school leavers moving onto positive and sustained destinations	Baseline	92.8% (2011/12)	Target	95% (2023)
Number of young people in the 'More choices, more chances' category	Baseline	490 (2011)	Target	400 (2023)
Proportion of adults 16-64 with qualifications above SCQF level 4 (%)	Baseline	86% (2011)	Target	Exceed comparators

SUPPORTING STRATEGIES

- [Perth College Learning, Teaching and Assessment Strategy \(2010\)](#)
- [Our Vision for 2016 Perth College UHI](#)

PROMOTING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

Residents of Perth and Kinross enjoy one of the highest qualities of life in Scotland. However, there are communities where this is not the case – often places where there is higher unemployment and fewer economic opportunities. We believe that a thriving local economy is central to wider social and physical regeneration in Perth and Kinross. To support this we need to encourage investment in business, skills and infrastructure and attract new investment and employment into the area.

KEY DEVELOPMENTS

We have delivered area based regeneration to ensure that individuals in lower income households were supported into training and / or work. For example, we have specifically targeted business start-up support at individuals in North Perth and Rattray with enterprise aspirations. This previous investment resulted in some notable success in supporting and improving these communities. However, it hasn't been enough to achieve real transformation for our most deprived and disadvantaged areas. The economic downturn and constraints on public sector resources have made regeneration even more challenging, with our most disadvantaged communities facing issues of further increased worklessness and reduced economic opportunities.

Our attention has now turned from funding individual regeneration projects which aim to treat the symptoms of poverty, to fundamental policies which aim to tackle the root cause of inequality and deprivation. More emphasis will be put on preventative spend programmes to improve the capacity of individuals and their families to lift themselves out of poverty. This will be achieved through creating the conditions for business and employment growth.

Entrenched problems need innovative solutions and we are piloting schemes and promoting new ways of working that will enhance our understanding of geographically concentrated deprivation at a local level. Using the lessons learned from past initiatives and current thinking in terms of public service reform, we are developing an approach to that will allow us to work together

to provide tailored solutions to the problems facing our communities for many years to come.

We continue to adopt a place based focus with the aim of delivering socio-economic change across Perth and Kinross. Our developing approach to locality planning and place based interventions will allow us to target those communities in Perth and Kinross which are characterised by high concentrations of poorer outcomes. For example the collaborative project 'Evidence2Success' which examines the quality of outcomes for children and young people will provide us with evidence that we can use in the North Perth area of Perth and Kinross. This community faces particular socio-economic challenges and demonstrates a higher than average demand for public services.

Our focus on place remains within a broader programme of economic regeneration that seeks to balance supporting the needs of individuals with the wider need to grow the local economy. We will continue to build capacity for ongoing partnership working that allows us to take a whole population approach to address the experience of negative outcomes through people's lives and their root causes. This includes working with the third sector to identify ways we can provide greater support to communities allowing them to make change happen on their own terms and working more closely with the private sector, recognising the key role they have to play if we are to successfully reduce income inequalities and tackle poverty where it exists in Perth and Kinross.

LOCAL OUTCOMES

- Thriving, expanding economy
- Employment opportunities for all

THRIVING, EXPANDING ECONOMY

The current economic climate is challenging and it is clear that the impact of the financial crisis on our communities will resonate for a number of years to come. Our response to these new pressures is to tackle the obstacles to economic growth that exist within Perth and Kinross to accelerate recovery and promote economic security.

Evidence clearly shows that Perth City and our main towns have the potential to make the biggest contribution to sustainable economic growth. We need to take advantage of Perth's city status to lever investment to create a more economically and socially vibrant place. This involves maximising the potential of Perth's resident and visitor expenditure, as well as developing the area as a business location.

The economy in Perth and Kinross is dominated by the service sector which means that wage levels remain well below the Scottish average. Generally, efforts are required to improve and diversify our lower-wage economic base through both the growth of existing businesses in higher value sectors and inward investment. This will help create more, better paid jobs.

There are opportunities to promote growth in key sectors through enhanced support for investment in tourism, food and drink and renewable / clean technology. Encouraging the production and export of products from locally grown produce will support growth within the food and drink sector. There is also potential to grow the area's renewable energy sector in terms of wind, hydro and biomass and clean technology which in turn assists economic growth and employment across the region.

Infrastructure projects are also important to release further business land. The current supply of serviced business / employment land is currently low with less than 12Ha of immediately available across Perth and Kinross. This will support economic development and increase opportunity for economic growth, inward investment and the growth and development of local businesses. In addition, the enhancement of digital broadband locally would greatly increase the capacity to access services digitally, reduce travel and support more local working.

PRIORITY ACTIONS

- Promote an iconic vision for Perth and Kinross and invest in the economic and physical regeneration of Perth City and our main towns
- We will work with existing and new businesses to help them sustain and create jobs
- We will invest in our current key business sectors whilst exploiting emerging opportunities
- We will create the conditions for growth by promoting and welcoming new investment
- We will encourage and support community led economic development initiatives, including social enterprises, to create more vibrant places

PERFORMANCE INDICATORS

Number of new business start-ups supported as a % of the business stock

Baseline	4.5 (2011/12)	Target	7.0 (2023)
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Tourism generated expenditure (£)

Baseline	£448.2m (2011)	Target	£555m (2023)
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Area of available Serviced Business Land (Ha)

Baseline	5.4 (2011/12)	Target	28.9 (2023)
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Vacant city centre commercial floor space as a % of the total floor space

Baseline	12.5% (2010/11)	Target	8% (2023)
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Number of jobs created in small and medium enterprises per annum with public sector support

Baseline	333 (2011/12)	Target	600 (2023)
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Assistance to businesses to trade outwith Scotland as a proportion of total business stock (%)

Baseline	0.2%	Target	3% (2023)
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SUPPORTING STRATEGIES

- [TAYplan](#)
- [Local Development Plan](#)
- [Tourism Strategy & Action Plan \(2006 – 2011\)](#)
- [City Development Plan](#)
- [Scottish Enterprise Business Plan \(2012-2015\)](#)
- [Regeneration Action Plan](#)

EMPLOYMENT OPPORTUNITIES FOR ALL

The pattern of unemployment across Perth & Kinross is complicated. While unemployment has risen sharply since 2008, we are fortunate that the area continues to have a relatively low unemployment rate at 2.6% which is lower than the Scottish average of 4.5%. However, this masks significant differences between and within communities. Our most disadvantaged communities have the highest concentrations of people in all out of work benefits, long-term unemployed (>12 months), and young unemployed (18-24). The overall unemployment figure for Perth and Kinross rises to 8.9% when those on other Department for Work and Pensions benefits (DWP) are included.

The rolling programme of Welfare Reform including the introduction of Universal Credit from 2013 will place a benefit cap on household income. This reform is intended to ensure that people benefit more from being in work but one of the short term consequences is likely to be a significant reduction in benefit income which will impact upon individuals, households.

The new CPP Employability Strategy and Action Plan seeks to coordinate and target our employability actions on a number of priority groups such as: young people aged 14-24; individuals with significant disadvantages; and the short-term unemployed.

We will offer the Perth & Kinross Guarantee of continuing education, training or employment to all young people. This involves initiatives to support individuals into employment, ranging from specific activity within schools to working with some of the areas key employers such as Aviva, SSE and NHS Tayside. In addition it will fund a recruitment incentive for employers to take on unemployed individuals aged 25+ and secure the relocation and expansion of The Hub employment support project.

Geographical pockets of deprivation and low pay need to be targeted specifically to remove inequality and maximise opportunities within these areas. It is recognised that there are more jobs available than advertised at Job Centre Plus, and one of the opportunities is to match more effectively the real number of vacancies with those wanting to work. Our challenge is to ensure more of our residents are appropriately skilled and job-ready to take advantage of these jobs.

PRIORITY ACTIONS

- We will support the increase in the number and quality of jobs in our area
- We will coordinate and target the delivery of employment initiatives to minimise duplication of effort and resources
- We will ensure those who are already disadvantaged are not further marginalised
- We will support and assist those out of work for shorter periods, particularly young people, into work as quickly as possible
- We will lever more employment benefits from CPP investment
- We will ensure that Perth and Kinross residents can access job opportunities outside the area

PERFORMANCE INDICATORS

% of Scottish average monthly earnings (%)
 Baseline 92% (2011/12) Target 100% (2023)

% of working age population unemployed (%)
 Baseline 2.4(2012) Target 2.0 (2023)

Unemployed people participating in employability and skills programmes (as a % of those out of work)
 Baseline 32 Target 75 (2023)

Number of unemployed people assisted into work annually as a result of employability and skills programmes
 Baseline 116 Target 400 (2023)

Narrow the gap between unemployment levels in the best and worst wards across Perth & Kinross (%)
 Baseline 5.7 (2011/12) Target 3 (2023)

SUPPORTING STRATEGIES

- [Employability Strategy and Action Plan \(2012\)](#)
- [Employability Development Network Plan \(2011 – 2014\)](#)

In Perth and Kinross we are committed to supporting people sustain and improve their health and wellbeing by providing high quality care to people when they need it. Supporting people to live longer, healthier lives is essential to deliver strong economic growth and achieve our overall vision for the area. However, the challenges for the future are clear and have important implications for the delivery of public health and social care services. The ageing population, often with long-term, multiple conditions and complex needs will result in considerable increases in the demand for the provision of care for older people. This is particularly relevant in Perth and Kinross where it is anticipated that the population aged 75+ is likely to continue to grow by 89% between now and 2035. We also know that whilst the overall picture of health and wellbeing in Perth and Kinross is positive, areas of deprivation, isolation and inequality still exist within our communities.

KEY DEVELOPMENTS

We have a long history of working in partnership to tackle the most pressing health problems facing our communities in Perth and Kinross. The development of the first Perth and Kinross Joint Health Improvement Plan (JHIP) in 2003 was a significant step forward in terms of the joint planning of health improvement services. Since then we have continued to provide a co-ordinated, consistent and lasting approach to improving health for our local population.

Many of the initiatives developed during the course of the JHIPs have had a real impact and are now part of the mainstream services provided by the Perth and Kinross Community Planning Partnership. For example we have: considered the levels of delayed discharges; increased the uptake in sports and active recreation

We are committed to sustaining these improvements and continuing to make Perth and Kinross healthier. But in order to tackle the challenges we face going forward, we need to be more radical and innovative in our approach.

Our greater focus on using evidence and analysis has strengthened our understanding of the health issues facing Perth and Kinross now and in the longer term. This has enabled us to identify the areas we need to target our energies in order to achieve lasting health outcomes for our communities.

Promoting sports and active recreation is an important component of our approach to helping people to maintain a healthier lifestyle and mental wellbeing. We recognise the devastating effect that health inequalities caused by relative poverty have on the communities we serve.

Over the next few years we will reshape the provision of health and social care services for older people in Perth and Kinross. This is crucial to ensure that older people receive the right quality care, in the right place and at the right time. Integration of health and social care services will achieve a more efficient use of existing resources and will reduce the demand for expensive acute and institutional care in the future by supporting people to stay in their own homes and communities for longer.

LOCAL OUTCOMES

- High quality, personalised care
- Older people are independent for longer
- Longer, healthier lives for all

HIGH QUALITY, PERSONALISED CARE

Adults living with physical disability, learning disability, mental health problems or another long-term condition consistently tell us that they want to be independent, to have choice and control so they are able to live 'ordinary lives' as fully participating members of the wider community. In Perth and Kinross we are committed to improving the lives of these adults and helping them to meet their full potential.

The next ten years will prove testing times for public services, and for those who need and depend on these services. Nowhere will this be more evident than in the field of personal services for adults affected by homelessness, substance misuse, or mental ill-health. Homeless people die earlier and suffer worse health than people with a stable home. The threat and experience of homelessness also has an impact on mental wellbeing.

Improving the quality of life for adults requiring support requires future health and social care provision that engages communities to determine the type of local provision needed to support their health and wellbeing, now and in the future. Personalisation is driving the shape of all public services, with a growing public expectation that services will be tailored to meet their needs, helping them achieve personal goals and aspirations. We need individuals, families and their communities to work together to shape more person-centred services that ensure people are safe-guarded from harm and have their dignity and human rights respected.

An important element of our approach to improving adult care is providing better support to their carers. We will ensure people who provide unpaid care to others are supported and able to maintain their own health and wellbeing. Carers will often seek help only when their caring situation has deteriorated to a crisis point. We need to ensure that carers, as partners in the planning and delivery of services in Perth and Kinross, have access to a wide range of relevant information, advice, support and care services. This will enable them, and those that they care for, to live independently and participate in their communities.

PRIORITY ACTIONS

- We will work with individuals to help people manage their own care through the implementation of self directed support
- We will work with communities to extend the range of support options for people with community care needs
- We will improve the level and quality of support for carers of all ages
- We will ensure that our directly provided services meet the assessed needs and agreed outcomes of service users
- We will make recovery the central objective for the delivery of all drug and alcohol services
- We will implement the Integrated Mental Health and Well Being Strategy

PERFORMANCE INDICATORS

Number of people who access self directed support payments
Baseline 27 (2011/12) Target TBC (2023)

Carer's satisfaction with support services received (%)
Baseline To be established Target 99% (2023)

% of adults satisfied with social care or social work services
Baseline 71.4% (2010/11) Target 77% (2023)

Service users exiting drug and alcohol team re-referred within 6 months
Baseline To be established Target To be established

Suicide rate per 100,000 per year
Baseline 9.5 (2007/11) Target TBC NHS (2023)

SUPPORTING STRATEGIES

- [Self Directed Support Bill](#)
- [Joint Strategy for Carers and Parent Carers \(2011 – 2014\)](#)
- [Joint Strategy for Learning Disability Services \(2012 – 2015\)](#)
- [Alcohol & Drugs Partnership Strategy \(Draft\) \(2012 – 2015\)](#)
- [Mental Health & Wellbeing Strategy](#)

OLDER PEOPLE ARE INDEPENDENT FOR LONGER

By 2035 the number of people aged over 75 is projected to rise by 89%. This will dramatically increase the demand for health and care services during a period of unprecedented financial constraint upon public sector spending. Therefore there is a need to develop new models of community-based care and support to reduce reliance on expensive traditional hospital and residential/nursing care options to support people to remain safely at home for as long as possible.

In December 2011 the Scottish Government announced their plan to improve the quality and consistency of care for older people by integrating adult health and social care services. Existing Community Health Partnerships will be replaced by Health and Social Care Partnerships, which will be the joint responsibility of NHS Tayside and Perth and Kinross Council, and will work in partnership with the third and independent sectors.

The reforms will lead to a smaller proportion of money and staff being directed towards institutional care and more resources will be invested in community provision. This will mean creating new or different job opportunities in the community to support people to stay at home or in another homely setting, as independent as possible, for as long as possible. The Scottish Government Change Fund has provided bridging finance to facilitate a shift in the balance of care from institutional to primary and community settings. As we approach the end of the first financial year of the change fund in Perth and Kinross we can already see a positive change in the way Health and Social Care funding is being directed towards the care and support of older people for the future.

We are beginning to see an impact on the number of delayed discharge days lost each month in local hospitals and a significant reduction in the waiting time for patients awaiting a social work service. New ways of working with communities and with the voluntary sector are also being progressed to support older people to remain longer, safely, in their own homes and communities. We are committed to increasing the number of alternatives to hospital or long-term residential care to give individuals, their families and community practitioners real choices about how they can be best supported.

PRIORITY ACTIONS

- We will work together in partnership to deliver more integrated services
- We will continue to develop an integrated care team model to support the planning of services for older people
- We will provide an early intervention team approach to reducing hospital admissions
- We will provide community based alternatives to admission to hospital or long-term residential care by increasing the options available for older people
- We will redesign services to ensure people can get home from hospital as quickly as possible
- We will work with communities to develop solutions and social networks to enable older people to remain active and sustain independent living
- We will improve support for people with dementia through early diagnosis and better management of patients with dementia

PERFORMANCE INDICATORS

% of older people aged 65+ who live at home	Target	TBC (2023)
Baseline	TBC (2012)	
Number of people delayed more than 28 days in hospital	Target	0 (2023)
Baseline	To be established	
Rate of emergency admissions to hospital for people aged 75+	Target	TBC NHS (2023)
Baseline	TBC (2012)	
Rate of emergency inpatient bed days for people aged 75+	Target	TBC NHS (2023)
Baseline	TBC (2012)	
No. of people with a diagnosis of Dementia on GP QOF Register	Target	TBC NHS (2023)
Baseline	TBC (2012)	
Rate of psychiatric admissions per 1,000 population for Dementia 65+	Target	TBC NHS (2023)
Baseline	TBC (2012)	

SUPPORTING STRATEGIES

- [Older People's Strategy](#)
- [Joint Commissioning Strategy](#)
- [Self Directed Support Bill](#)

LONGER, HEALTHIER LIVES FOR ALL

We need to encourage and support individuals and communities to look after and improve their health and wellbeing, resulting in more people living in good health for longer, with reduced health inequalities.

Using early intervention and preventative approaches we believe there is much we can do together to promote healthier lifestyles and tackle the health inequalities that exist between different groups and communities in Perth and Kinross. Health inequalities largely arise as a result of socio-economic factors such as income, education and employment and the impact that these will have on an individual's material environment such as access to housing, transport and nutrition.

The biggest killers are heart disease, stroke and cancers. Some of the contributing factors to these diseases are beyond the influence of the individual or of health services but we can encourage healthier lifestyles and prevent disease through early detection and screening. After smoking, obesity is the biggest underlying cause of ill health. It can lead to high blood pressure, heart disease, stroke, diabetes, cancer and early death. It also increases immobility and makes any other disability more severe than it would otherwise be.

Some risk factors for these, such as smoking, are strongly linked to deprivation. We recognise that there are a large number of vulnerable or marginalised groups within the Perth and Kinross area. Some of this inequality is down to geographical location e.g. living within an area of deprivation where communities experience higher levels of households living on benefit and poorer health status than Perth and Kinross overall. Interventions targeted at these communities are being tested through projects such as Equally Well and Evidence2Success.

We take a whole population to health improvements well as targeting vulnerable groups. Delivering health and other public services that are universal, but also targeted to meet the needs of those most at risk of poor health. We need to prevent problems arising in the future, as well as addressing them if they do.

PRIORITY ACTIONS

- We will take a multi-agency approach to reduce health inequalities by introducing targeted programmes in deprived communities
- We will encourage more people to quit smoking and reverse the rise in the consumption of alcohol
- We will promote active and healthy lifestyles through sport and active recreation programmes to reduce obesity and in-activity
- We will boost our cancer screening programmes so that more people are protected, focusing on the new bowel cancer screening programme
- We will reduce homelessness through prevention and meeting those in priority need

PERFORMANCE INDICATORS

Number of attendances at sport and active recreation activities	Baseline	1,375,391 (2011/12)	Target	+1% (2023)
Smoking Cessation services -1 month quit rate (%)	Baseline	42% (2010/11)	Target	TBC NHS (2023)
Premature mortality - under 75 mortality rate	Baseline	42 (2010/11)	Target	TBC NHS (2023)
No. of unplanned admissions to hospital in under 65 year olds	Baseline	TBC	Target	TBC NHS (2023)
Life expectancy	Baseline	TBC (2012)	Target	TBC NHS (2023)
Proportion of people diagnosed with breast, colorectal and lung cancer	Baseline	TBC (2012)	Target	TBC NHS (2023)
The total number of households who have presented to the Council as homeless	Baseline	977 (2011/2)	Target	796 (2023)

SUPPORTING STRATEGIES

- [NHS Tayside Health Equity Strategy \(2010\)](#)
- [Sports & Active Recreation in Perth & Kinross 'A Framework for Delivery'](#)
- [Homelessness Strategy \(2009 – 2012\)](#)

CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

Ensuring that Perth and Kinross is a place where everyone enjoys a pleasant and safe environment is important to the wellbeing of communities. Everyone has the right to live in safe and secure environment, where they feel protected and able to go about their business without fear of crime. Action to prevent and reduce crime and anti-social behaviour, accident prevention and protecting children and vulnerable adults are vital to the wellbeing of our communities. In addition to safety, our communities benefit from having a beautiful natural environment around them which is one of the most significant assets of Perth and Kinross, and we have a responsibility to protect and enhance it. We also have a duty to act locally in making a positive contribution towards the wider environment by reducing the effects of climate change.

KEY DEVELOPMENTS

To ensure that our citizens live in a safe and welcoming environment, partnership working has developed rapidly since community planning was introduced in 2003. Joint working, co-location and the sharing of information have led to more cohesive service delivery and better outcomes for our communities.

The environment is an integral part of the quality of life enjoyed in Perth and Kinross and is vital in encouraging wellbeing for communities. Research has identified that the natural environment can improve health, reduce stress and increase life expectancy. Perth and Kinross residents consistently rank their neighbourhoods higher than the national average as pleasant areas to live. Preservation and enhancement of our environment is therefore vital in maintaining social and economic wellbeing, as well as providing health, recreation and employment benefits to our communities. Community Planning partners have demonstrated their leadership commitment to environmental sustainability, by signing up to Scotland's Climate Change Declaration.

Public protection is a foundation on which other aspirations for our communities can be built. In ensuring a fundamental sense of safety and wellbeing, we can inspire more positive attributes and behaviours such as friendship, family, self esteem, respect for

others, problem solving and lack of prejudice. Ensuring our communities are safe will help achieve our aspirations for community empowerment and resilience.

We have many partnership initiatives which aim to improve both safety and wellbeing within our communities. The development of joint local Community Safety Strategic Assessments has enabled partners to agree priorities, based on local evidence. Other examples include the introduction of Community Wardens to reduce vandalism, the Anti Social Investigations Team to deal with anti social behaviour; and the establishment of multi-agency tasking groups to tackle local issues. The national Police and Fire and Rescue Reform agenda raises challenges and opportunities for the future, but the emphasis on the engagement of the local authority in the setting of local priorities for both services, is to be welcomed.

Two further examples of our effective relationships in public protection are the joint work in Child Protection and Youth Justice. In 2011, the Care Inspectorate reported that Perth & Kinross had outstanding Child Protection services which are amongst the best in Scotland with "exceptional" leadership and direction. Youth Justice has seen significant reductions in offending by young people in the area.

The pressures of the economic climate can create vulnerabilities in our communities, which present greater challenges for services in protecting the public and maintaining the strong ethos that exists within our communities. Our partnership is committed to focusing its energies on tackling the issues which may negatively impact on communities and their environment to ensure they remain safe, strong and sustainable in the future.

LOCAL OUTCOMES

- Attractive, welcoming environment
- Resilient, responsible and safe communities
- People in vulnerable circumstances are protected.

ATTRACTIVE, WELCOMING ENVIRONMENT

The diversity of landscapes in Perth and Kinross is unique, with a historic and natural environment, buildings and wildlife that make it attractive as a place to live, work and visit. Our Local Development Plan aims to contribute to the sustainable development of Perth and Kinross by creating a positive planning framework to protect current assets and, where appropriate, identify sufficient appropriately located land to meet expected needs for industrial, commercial and housing development.

All Community Planning Partners are committed to, and have made progress in reducing their carbon footprint and we have made progress on all seven Scottish Climate Change Declaration commitments. It is important that Community Planning partners are seen to be leading by example in tackling climate change.

The Scottish House Condition Survey Local Authority Report 2005 – 2008 reported that 31% of households in Perth and Kinross were 'fuel poor' of which 12% were in extreme fuel poverty. There is specific potential to strengthen and support communities through the promotion and development of the UK Government's Green Deal, the Energy Companies Obligation (ECO) for low income households, community bulk procurement of energy/fuel and micro renewable energy.

Working with communities, the Council's recycling rate has increased from 19% in 2003, to 50% in 2012 and we exceeded the Scottish Government's recycling and composting target of 40% by 2010. We will continue to support and contribute towards the development and implementation of waste prevention actions included in Scotland's Zero Waste Plan at a local level, working towards the long term recycling target of 70% by 2025.

Delivering high quality housing in safe and secure neighbourhoods and ensuring that Perth and Kinross is a place where everyone enjoys good quality housing in a pleasant and safe environment is a key priority. Falling average household sizes and in-migration has fuelled a housing demand. To alleviate some of this pressure we have secured funding to enable a new housing building programme which will deliver 200 new publicly subsidised houses across our local communities by the end of 2013/14.

PRIORITY ACTIONS

- We will protect and enhance the natural and built environment through planning frameworks that support sustainable development and design
- We will reduce the carbon footprint within Perth and Kinross by reducing the carbon emissions from all CPP organisations, and work with communities to maximise their uptake of energy reduction initiatives
- We will manage municipal waste and increase recycling and composting rates
- We will increase the identification of effective housing land supply and the availability of affordable housing
- We will promote access to our unique natural environment through high quality sports, active recreation and cultural programmes

PERFORMANCE INDICATORS

Number of buildings registered as at risk

Baseline 96 (2011/12) Target 3% reduction pa (2023)

Number of households and businesses taking up the Green Deal or ECO scheme

Baseline To be established Target 12,000 (2023)

Emissions from public sector organisations (tonnes CO2)

Baseline 44,367 (2010/11) Target 26,000 (2023)

% of municipal waste collected that is recycled or composted

Baseline 49.9% (2011/12) Target 65% (2023)

Identification of effective housing land supply (units)

Baseline 5,879 (2010/11) Target 6,370 (2023)

Number of affordable houses built

Baseline 157 (2011/12) Target cumulative 1,200 (2023)

SUPPORTING STRATEGIES

- [Local Development Plans](#)
- [Waste Management Plan \(2010 – 2025\)](#)
- [Local Housing Strategy \(2011 – 2016\)](#)

RESILIENT, RESPONSIBLE AND SAFE COMMUNITIES

Perth and Kinross has many examples of vibrant communities, which make a positive difference to people's wellbeing, and provide a sense of security. We need to work with all our communities to develop high levels of community resilience and confidence, especially in a time of reducing public sector finance. The role of five recently formed Tasking Groups across Perth and Kinross will be central to this approach, as will linkages with other community engagement mechanisms being deployed by Community Planning Partners (e.g. Equally Well, Change Fund consultations) to gather intelligence on priority public protection issues in communities, and to identify key contacts to work with at a local level.

The Scottish Government has identified that a more preventative approach will benefit individuals, communities and wider society. In protecting the public, CPP partners have to demonstrate that we are prioritising appropriate activities. Evidence from the Strategic Assessment has identified that alcohol and drugs and re-offending have a significant impact on public safety. For example in Scotland, 77% of young offenders were drunk at the time of their offence; in 62% of violent crimes, victims said offenders were under the influence of alcohol; and in 17% of house fires in Scotland alcohol or drugs was a factor.

Breaking the cycle of re-offending is consistent with the prevention agenda, and this is being tackled through by initiatives such as the Right Track Scheme of structured deferred sentences for 16 to 21 year olds. By ensuring that appropriate and proportionate interventions are taken early this will reduce the need for formal and costly measures later. It is also vital that we manage higher risk individuals and this is achieved through the risk based approach by the Tayside Multi Agency Public Protection Arrangement (MAPPA).

Use of effective communication channels will be an important part of the public protection to counter uninformed perceptions through factual information. The use of effective and responsive communication channels can warn and protect the public against risks (such as scams and bogus callers), as well as give reassurance on public safety issues, such as real data on crime levels, to counter unfounded public perceptions over fear of crime.

PRIORITY ACTIONS

- We will work with communities to identify their main safety concerns, and develop local solutions such as community resilience plans.
- We will reduce reoffending, through multi agency support to individuals
- We will reduce the harm caused in communities caused by drugs and alcohol
- We will ensure people are safe at home, work, and on our roads
- We will ensure staff work collectively and holistically to support each others activities in protecting the public
- We will support community-led approaches to running local facilities and services
- We will support social enterprise and innovation

PERFORMANCE INDICATORS

% of residents who feel safe in their communities

Baseline	69% (2011/12)	Target	80% (2023)
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% of adults giving time to volunteer in the last 12 months

Baseline	37% (2011/12)	Target	Exceed national average
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Rates of re-offending across all categories (%)

Baseline	28.5% (2009/10)	Target	20% (2023)
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Reported crime levels (Groups 1 – 4: violence, dishonesty, indecency, vandalism)

Baseline	5,316 (2010/11)	Target	5,000 (2023)
Baseline	Alcohol related 1,559	Target	1,200 (2023)

Number of fire related injuries

Baseline	25 (2011/12)	Target	12 (2023)
Baseline	Alcohol related 7	Target	2 (2023)

Home Safety Visits

Baseline	4,866 (2012)	Target	6,000 (2023)
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SUPPORTING STRATEGIES

- [Perth and Kinross Local Policing Plan \(2013 – 2014\)](#)
- [Perth and Kinross Local Fire and Rescue Plan \(2013 – 2014\)](#)
- [Alcohol & Drugs Partnership Strategy \(Draft\) \(2012 – 2015\)](#)
- [Tayside Criminal Justice Authority Area Plan \(2011 – 2014\)](#)

PEOPLE IN VULNERABLE CIRCUMSTANCES ARE PROTECTED

Central to the Scottish Government's ethos that underpins the delivery of public services is the conviction that public services exist to support a fair and equal society, and to protect the most vulnerable. The protection of children and vulnerable adults is already a priority for CPP partners, and analysis of Community Safety data has highlighted priority areas for future action.

In Perth and Kinross in 2010/11, there were 1,200 recorded incidents of domestic abuse, of which 80% involved a female victim. By applying estimated under-reporting rates, the number of incidents may have been as many as 11,000. This abuse significantly affects families and children, and impacts on individuals' life chances. We are committed to providing co-ordinated support for victims of domestic abuse, combined with targeted, integrated approaches for dealing with perpetrators.

The impact of the financial downturn creates a risk of increased vulnerability amongst people. It is estimated that welfare reform will reduce the available spending power for people on benefits in Perth and Kinross, by around £10m. This climate presents an opportunity for those willing to exploit these vulnerabilities for their own financial gain. Partners need to be proactive in minimising the potential negative public protection impacts from these circumstances. New threats emerge. For example, as the internet becomes increasingly integral to our every day lives, it is becoming more important to ensure children and other vulnerable groups are safe online.

Crimes against people, committed on the basis of their race, gender, religion, sexual orientation, or disability, are particularly abhorrent as we seek to build a fairer and more equitable Scotland. The existing measures in place to capture hate crime at CPP level require to be developed further, and we need to encourage reporting of incidents, and use the intelligence gained to target appropriate prevention activities and interventions.

We have a significantly higher rate (44% over the Scottish average) of over 65s hospitalised after a fall in the home. With the projections for increases in the elderly population, this issue is likely to remain a considerable challenge.

PRIORITY ACTIONS

- We will support adults and children in our communities at greatest risk of harm and exploitation
- We will support victims of violence against women whilst targeting actions against perpetrators
- We will protect people who may be vulnerable to prevent exploitation due to the economic circumstances
- We will work between CPP partners to tackle instances of hate crimes
- We will invest in preventative approaches to reduce accidents amongst high risk groups

PERFORMANCE INDICATORS

Crimes with Domestic Abuse Indicator	Target	1,000 (2023)
Baseline		1,312 (2011/12)
Number of hate crimes reported	Target	50 (2023)
Baseline		79 (2011/12)
Detection levels for hate crimes	Target	75 (2023)
Baseline		56.3 (2011/12)
Number of residents falling victim to reported financial crimes	Target	15 (2023)
Baseline		28 (2010/11)
Number of hospital admissions of over 65s as a result of unintentional injury in the home (per 100,000)	Target	1,200 (2023)
Baseline		1,544 (2009/10)
Number of children killed or seriously injured on roads	Target	0 (2023)
Baseline		3 (2011/12)

SUPPORTING STRATEGIES

- [Perth & Kinross Violence Against Women Strategy \(2010 – 2013\)](#)
- [Perth and Kinross Local Policing Plan \(2012 – 2015\)](#)

PART 2
HOW WE ARE GOING TO WORK
TOGETHER

ORGANISED TO DELIVER

In Perth and Kinross our focus has long since moved on from establishing the building blocks for community planning to being able to demonstrate that we are making a significant impact in improving public services and outcomes for people and communities.

We understand that effective community planning requires robust management of processes and performance. Real improvement in our local services and delivery of our strategic objectives and local outcomes will come from our commitment to more integrated arrangements for joint working.

Since the last Single Outcome Agreement was developed in May 2009 there have been significant external changes and influences. The Scottish Government has accelerated the pace of reform of public services, in its response to the Christie Commission and progressing specific reform in health and social care, police, fire and rescue, higher and further education, and teacher employment.

These major reforms will have a significant impact on the operating context for Community Planning in Perth and Kinross. They will affect how we deliver local accountability and scrutiny, joint resourcing, planning and organisational development to provide high quality public services in the future.

Notwithstanding these changes we need to continue to deliver services in line with the Scottish Government's three social frameworks to tackle inequality: Achieving Our Potential, Early Years and Equally Well.

To help us keep strong during this period of immense change and ensure that we continue to work together effectively, we have identified four values and four delivery principles.

OUR VALUES

Our challenge going forward is to work closely together with each other and with communities and other stakeholders every day to deliver our ambitions. In doing so the CPP will operate to a clear set of values:

- Integrity
- Openness and transparency
- Social equality and justice
- Diligence and effectiveness

OUR DELIVERY PRINCIPLES

We have chosen the Scottish Government's four pillars of public service reform as our guiding principles in the design and delivery of our services going forward:



- **Place** based partnerships and integrated service provision.
- **Prevention** and approaches that deliver better solutions and outcomes for individuals and avert future costs to the public sector.
- **People** work together across organisational boundaries to provide seamless, high quality integrated services.
- **Performance** management of strategic objectives, actions and measures to improve outcomes.

GOVERNANCE AND SCRUTINY

All partners are committed to ensuring effective governance of this plan is embedded in the formal arrangements of the Community Planning Partnership. This establishes the corporate commitment of each partner's governing body, i.e. the Council or NHS Tayside Board, and their agreement to support delivery of the SOA in all ways compatible with their statutory powers and duties. This is supported by the ultimate accountability of all statutory partners in Community Planning to Ministers and Parliament or Councils.

The Community Planning Partnership recognises that having a governance framework, which identifies formal roles and responsibilities through which stakeholder can contribute effectively, is a key aspect of decision making. It also recognises that establishing productive working relationships across partnerships is just as important. Key to this is the commitment shown by the corporate leadership of all partners to joint working, with the practical arrangements each has put in place in their own organisations allowing a true focus on joint delivery of outcomes.

RESOURCING OUR PLAN

We have been working towards aligning our resources to ensure that we deliver effectively on our strategic objectives. Each organisation has undertaken extensive budget review as part of addressing the financial challenges the public sector now faces. This has brought an increased level of understanding in terms of cost drivers and how we prioritise our spend.

Through our work together we have progressing aligned our resources to the key objectives and geographic areas which we have jointly identified. This alignment is an ongoing process and can be demonstrated through local tasking groups and collaboratives reviewing priorities on a daily or weekly basis.

The Partnership has also committed joint resources to using the Integrated Resource Framework (IRF) in the key areas of Adult Services and Children's Services in order to better understand costs and target improvement. This has had demonstrable effect on our joint service delivery processes in achieving best value.

We will be developing this approach further to ensure we target our resources most effectively to improve outcomes.

WORKFORCE DEVELOPMENT

The CPP recognises that our people are our most valuable asset and it is through their efforts that real, meaningful, positive changes will be delivered. The Partnership is strongly committed to jointly developing our workforce to become progressively more cohesive and seamless with a shared ownership of our challenges and their solutions.

We recognise that we will continue to reshape our organisations and develop the culture and capacities to support staff to become fully involved in delivering agreed outcomes. We will demonstrate our commitment to effective engagement and leadership which will encourage the adaptability and flexibility that will deliver in the future.

Our commitment to our workforce is that we will work with them to develop their skills and capacity and to provide a healthy and safe environment that fosters high performing teams. We will have a shared understanding on what should be expected in terms of support, involvement and reward. In turn we will use their expertise to shape service delivery and empower them to deliver local services.

PERFORMANCE MANAGEMENT

In Perth and Kinross, the Community Planning Partnership has a robust approach to performance management with systematic reporting to senior officers and elected members. The partnership is committed to open and transparent decision-making and public reporting. As part of our performance management arrangements we will produce an annual performance report against this plan, reporting on the specific actions we have taken to achieve local outcomes and meet our ambitious targets for improvement.

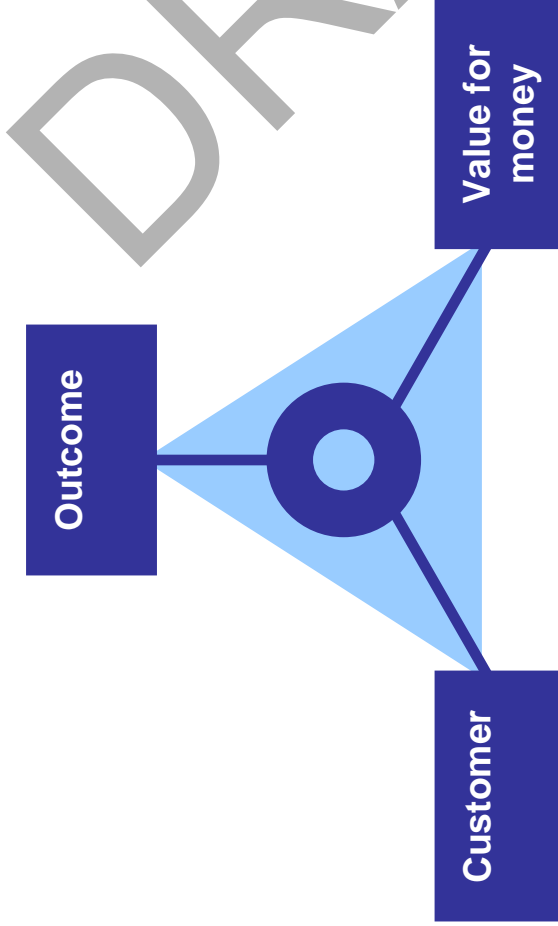
Underpinning this plan we have a number of themed and partner delivery plans which take forward the priority themes and local outcomes in more operational detail. At this level effective performance management arrangements are also in place as a partnership and as individual organisations.

At all levels performance measurement and reporting is outcome and customer focussed rather than about processes; demonstrating evidence of real improvements in the services being delivered to the public. The use of benchmarking and other comparative analysis is also an important element of our performance management arrangements.

As part of our performance management arrangements we maintain PK Performs which provides an easy to understand scorecard view of how the CPP is delivering on the outcomes within this plan. We also have an evidence portal which pulls together in one place a wealth of research evidence which support the results highlighted within the partnership's performance reports. It is designed for both members of the public and professional bodies interested in learning more about how the CPP is performing.

SELF EVALUATION

Self Evaluation is a core element of our Improvement Framework. In Perth and Kinross we have jointly developed the 'How Good is our Partnership' (HGIP) model which now focuses around three main areas:

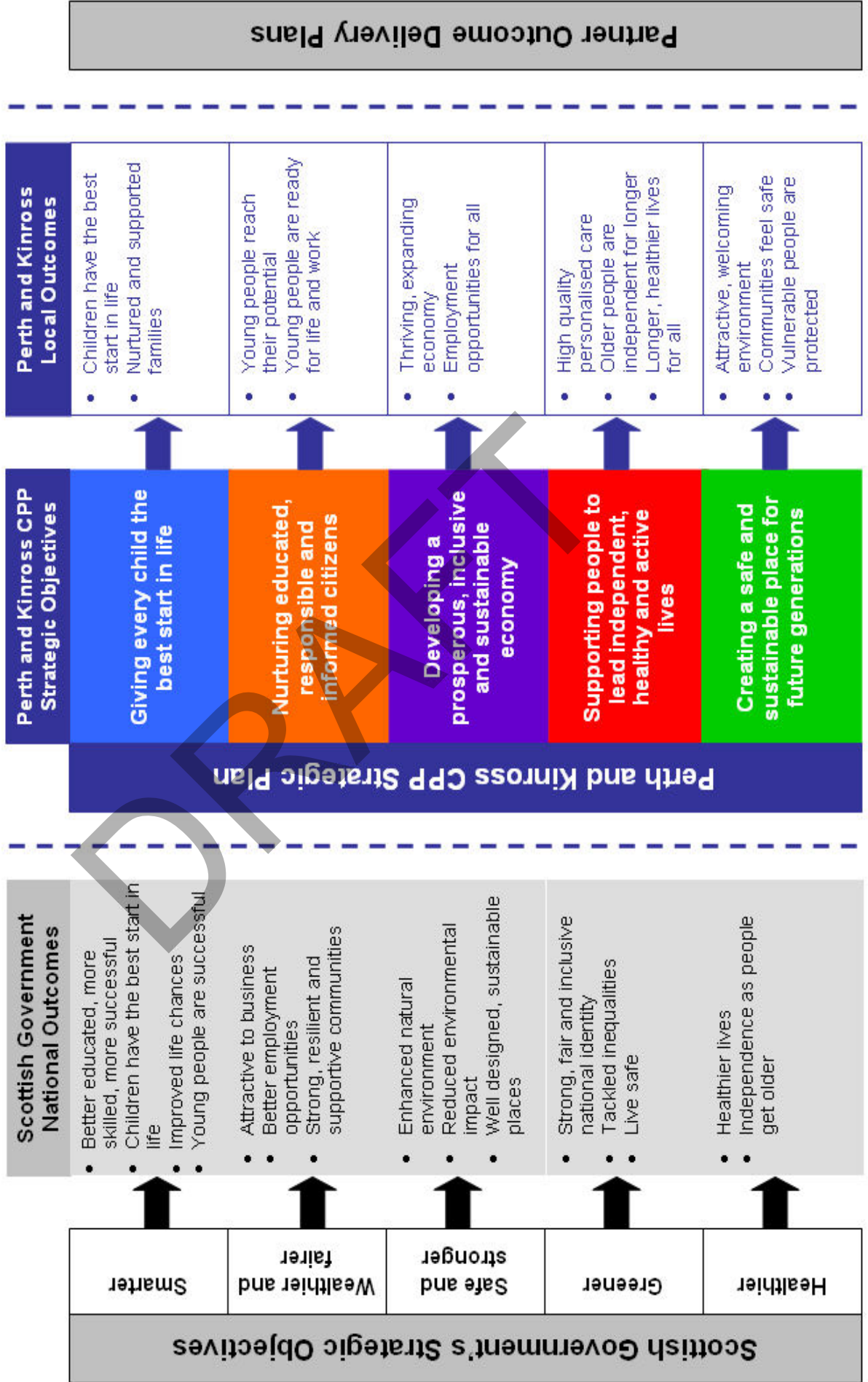


OUTCOMES	How well do we deliver on outcomes?	Improvement in performance and meeting statutory duties
CUSTOMER	How well do we support individuals and communities?	Impact on customers and communities
QUALITY, EFFICIENCY, COST	How well do we improve the quality of our work?	Strategic leadership, Operational management, workforce/professional development, securing improvement

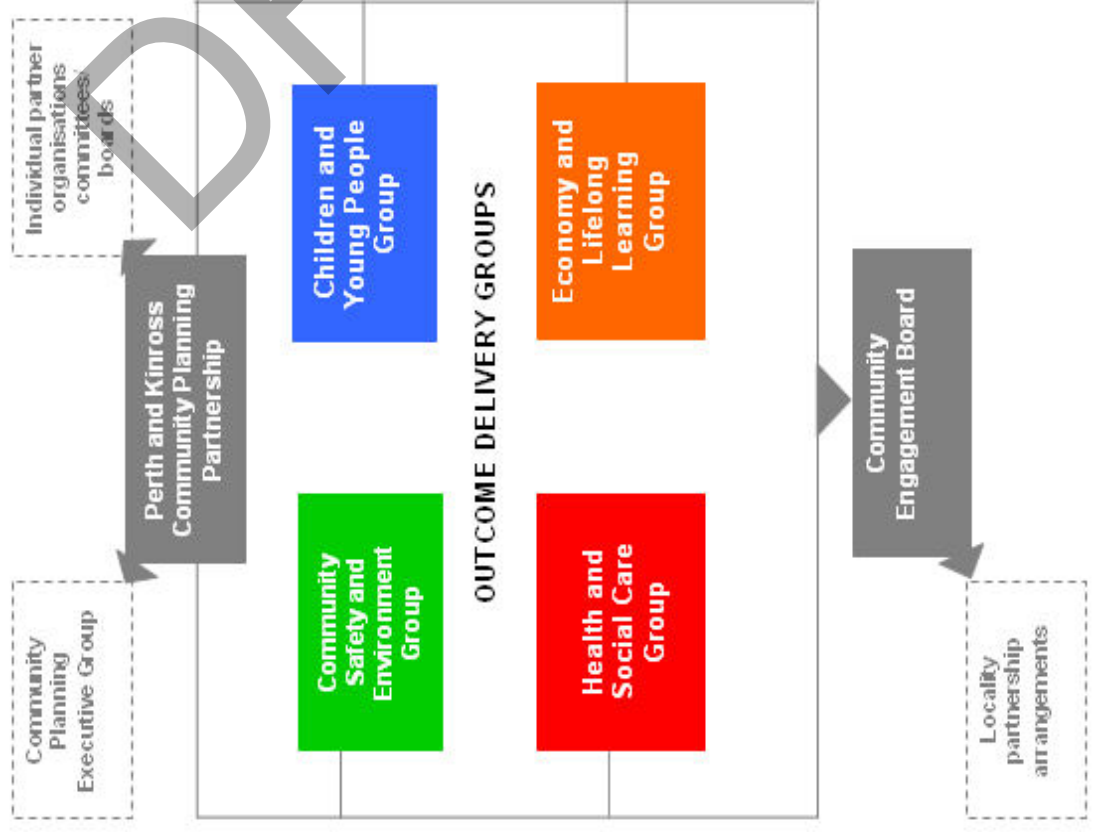
This approach has enabled us to assess our state of readiness to meet internal and external challenges and identify improvement areas. It also ensures we have a benchmark against which to measure our improvements over the forthcoming years.

Our commitment as a partnership to continuous improvement is reflected in our shared approach to self evaluation and assessment. Although there may be some variation in models implemented at an organisational level, the partnership will evaluate its own activities and organisations' contribution to outcomes using this common model.

OUR GOLDEN THREAD



PARTNERSHIP INFRASTRUCTURE



The Perth and Kinross Community Planning Partnership infrastructure is designed to provide strong positive leadership in order to deliver the best possible outcomes for the people of Perth and Kinross.

The partnership is supported to deliver its outcomes by four outcome delivery groups which take forward the key strategic priorities of the partnership.

The Community Planning Partnership Board and the Outcome Delivery Groups are supported by the Community Planning Executive Officer Group which provides the key link between strategy and delivery of local outcomes for our communities.

The Community Engagement Board will support the other groups to deliver our priorities by forming a key strategic link with our communities. Effective engagement with communities is at the heart of Community Planning and this link will ensure that we can meet the needs of our citizens by working with them to achieve our goals.

Effective local partnership arrangements which promote opportunities for localised decision making and effective community involvement are important in the effective delivery of all of the strategic objectives and are an underlying principle of the Community Plan.

PART 3
HOW WE ARE GOING TO LEAD AND
IMPROVE

HOW WE ARE GOING TO LEAD AND IMPROVE

Prevention is the focus of community planning in Perth and Kinross and key to delivering the strategic objectives and local outcomes set out in this plan. Some of the problems faced by our communities have endured for decades and have remained stubbornly resistant to improvement. It is increasingly evident that inequalities in health, education and employment opportunities are passed from one generation to another. This plan signals the CPP's joint commitment to break this cycle through a coherent shift towards prevention and early intervention.

Expert knowledge and evidence of the interventions that work in Perth and Kinross have greatly informed the development of this plan and our strategic objectives. Throughout the plan we identify priority actions which are likely to have the biggest impact on our ability to achieve better local outcomes for people and communities.

Our objectives and local outcomes are inextricably linked and a preventative approach in taking forward one objective will also bring benefits in another. By investing in early years we can reduce a series of intractable problems for the future and challenge the link between poverty and lack of attainment and achievement, focusing on the need to create in children a readiness to learn and prosper no matter their social circumstance.

We recognise that our people are our most valuable asset and it is through their efforts that real, meaningful changes will be delivered and accelerated. Success is contingent on effective strategic and operational leadership and also integrated professional practice. Our commitment to workforce development is well established and has enabled employees at all levels to face emerging financial and transformational challenges head on. This provides a strong foundation upon which to build, and as we look to the future, it is more important than ever that our people have the opportunity to be fully engaged and involved in the process of change.

But our organisations can only do so much. Empowering people to help themselves is a vital part of our social and economic well-being and an underpinning theme of this plan. We recognise the innate strengths which people, families and communities possess to ensure that we are providing services for people, with people; building their capacity and resilience to secure better outcomes for themselves.

Ultimately, improving outcomes will be the test of our success. We have included a carefully chosen list of performance measures within this document. However in some areas, for example the early years work, the results may take up to five years to demonstrate success in achieving longer term significant outcomes. It is therefore critical that we continue to use evidence based self-evaluation to ensure we are measuring the impact and outcome we are having in taking forward this plan. This will involve making better use of available research and evidence with a greater focus on dissemination of this information to improve understanding of our performance.

The CPP is clear that preventative spending, particularly on the early years, has the potential to deliver great social and financial benefits to Perth and Kinross. Current budgetary restraints make it even more important that early interventions are the ones that will deliver the best possible economic and social returns.

We are changing the way public services are delivered in key areas including a move towards spending on preventative services in the provision of health and social care for older people, early years and reducing reoffending. Our work on the Integrated Resource Framework and change funds is at an early stage but is already realising potential savings that can be made in this area. We need the results and early indications of how well we are doing before we can determine what to do in shifting resources.

Multi-dimensional problems need multi-dimensional solutions and no one organisation can deliver the scale of change needed. There is both a need and an opportunity for us to be far more creative and more collaborative in providing public services that make a difference. This includes achieving a better balance in the relationship between professionals, carers, families and communities.

Even with the financial and demographic pressures that exist we are determined to continue to navigate our way through these challenging times in a spirit of cooperation and collaboration with partners and communities. The following sections highlight the key actions we will take to bring about this transformational change across the CPP and communities.

PRIORITISING PREVENTION AND PROMOTING EQUALITY

Our focus on prevention will deliver early action which protects and promotes positive outcomes. We will raise awareness of the causes, outcomes and consequences of inequality. We will reinforce our connectedness, and secure a fairer and more equitable society. We will value all activity which contributes to this aim.

We will improve through:

- Prioritising preventative measures to reduce demand and lesson inequalities
- Focusing on longer term outcomes
- Further develop the use of our Integrated Resources Framework
- Develop and evaluate the impact of the Early Years Collaborative and Evidence2Success

SERVICES DESIGNED AROUND PEOPLE AND COMMUNITIES

Improvement is about people – their lives, aspirations, skills and talents. Our ambition is to support the achievement of better outcomes for all, at every life stage. Our communities are unique, and their sense of place will define our work and our legacy, as a Council and collectively with our partners. With a focus on improvement, we will listen to communities, understand what is important, recognise and mobilise strengths and work together to deliver what matters. Together, we will help people achieve the aspirations of our communities.

We will improve through:

- Developing existing community engagement practices to ensure robust locality planning arrangements are in place
- Effectively use locality profiling information

WORKING TOGETHER TO ACHIEVE OUTCOMES

We have confident, ambitious, innovative staff and we are proud of their achievements and want to build on their successes. We continue to promote and nurture a positive culture and behaviours and encourage integrated working, based on a common purpose, to deliver the best possible outcomes for our communities. We will create space and opportunities for our people to offer their best, in service of the communities of Perth and Kinross. We will set clear direction, inspire action and keep the focus on positive outcomes. We will promote leadership at all levels within our organisation.

We will improve through:

- Promoting the cultural conditions which will support innovation
- Encouraging and enabling staff to use their initiative, skills and talents to deliver better outcomes
- Recognising and valuing the contribution and talents of our people
- Continuing to provide clarity of leadership and direction

IMPROVING PERFORMANCE

Perth and Kinross Council is recognised as sector-leading in many areas. Building on our success, we will continue to evolve our approach to innovation and improvement. We will continue to strive to deliver excellence.

We will measure what is valued, to check our progress, and to inform what needs to improve. The performance information we collect will support our focus on place and outcomes. Evidence will drive our priorities, plans, practices and spend. We will continue to be the best Council we can be, for the people of Perth and Kinross, now and in the future.

We will improve through:

- Effectively using evidence to inform practice
- Ensuring performance information is meaningful and relevant
- Utilising robust benchmarking mechanisms to identify improvements

BUILDING THE COMMUNITY ASSET BASE

All CPP partners have a key responsibility to plan and deliver integrated public services which support delivery of local outcomes, make best use of finite public resources and are seamless from the perspective of citizens and communities. The collective impact of the local outcomes set out in this Plan will be reduced inequalities and high quality of life for everyone in Perth and Kinross. But achieving this is not just is not a question of what CPP partners and public services deliver. The role of people and communities themselves across Perth and Kinross is fundamental.

Vibrant and successful local communities have never been built on their deficiencies or on ideas about what needs to be 'fixed' by public agencies on behalf of communities. They are built on the capacities and assets of people and places themselves. Alongside its key responsibility to plan, resource and deliver integrated public services which support delivery of local outcomes the CPP also has a key role working alongside the people

and communities of Perth and Kinross. Some of our communities do face particular challenges. But focusing on what is absent, rather than what is present, in communities results in fragmented public service responses to those perceived deficits and makes citizens passive consumers of public services rather than active participants in creating and leading vibrant, resilient communities.

Effective engagement with people and communities about how local public services are planned and delivered will therefore be integral to how the CPP delivers the local outcomes set out in this Plan. This systematic approach will build on the engagement process used to develop the Plan itself as well as existing customer engagement tools such as Viewfinder and the Big Listen. It will also ensure that national standards for community engagement, which are already well understood by the CPP partners, continue to be embedded and applied so that community engagement is well-joined up from the citizen's perspective and is has clear purpose. The customer insight we gain from this systematic, approach is itself a crucial part of the evidence base we will use for self-assessment and to drive public service improvement and redesign.

Working with communities, however, is not just about how we engage them in public service design and delivery. Beyond this we will also strengthen our wider community development approach. If vibrant, resilient communities are built on what is already present rather than perceived deficits or problems, our approach will be to take these community assets and sources of local pride as our fundamental starting point. In different communities across Perth and Kinross, assets range from individual capacities (skills and knowledge of local people) to local clubs and associations, faith groups, local co-operatives, social enterprises and informal community networks. Our community development approach will focus on maximising these assets and social capital, where communities and CPP partners work alongside to develop creative solutions to the issues and priorities which matter most to those communities.

Doing this successfully will mean change to how we deliver. It means ensuring that our staff, whatever their role in delivering outcomes, are confident and practiced in community engagement approaches to

nationally recognised standards. It means our people working in different localities across Perth and Kinross need to build and maintain their deep understanding and knowledge of places and localities. And it means embedding and expanding the asset-based approach to community development, working with communities to develop strategic action plans which align local assets and public services in finding creative solutions to the priorities which matter most to communities.

We will improve by:

- Developing and using consistent methodology for community profiling in all localities across Perth and Kinross which closely informs public service planning and delivery and investment decisions and build a deep understanding and knowledge of Place
- Embedding and maintaining systematic community engagement approaches which meet national best practice and ensure communities have an ongoing voice in public service planning and delivery
- Developing and using consistent asset-based approaches to community development so that local people are actively involved in planning and delivering creative solutions for their own communities alongside CPP partners

FINAL THOUGHTS

This plan provides an important focus for the Perth and Kinross Community Planning Partnership and for the planning and delivery of better outcomes for our communities.

Central to this plan is a commitment to take action, based on evidence, that will lead to demonstrable improvements in people's lives. By working with local people and communities to take forward our strategic objectives and local outcomes we will reduce inequalities, improve opportunities and deliver better outcomes.

The four pillars of reform lie at the heart of our approach with a focus on early intervention and prevention, investment in people, local integration and partnership and continued performance improvement.

PARTNERSHIP PERFORMANCE FRAMEWORK

VISION

Our vision is of a confident and ambitious Perth and Kinross, to which everyone can contribute and in which all can share.

STRATEGIC OBJECTIVES



LOCAL OUTCOMES

LOCAL OUTCOMES

VALUES

Integrity	Openness and transparency	Social equality and justice	Diligence and effectiveness
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DELIVERY PRINCIPLES

Place	Prevention	People	Performance
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PERFORMANCE INDICATORS

- | | |
|--|---|
| <ul style="list-style-type: none"> Healthy weight babies Women smoking at booking Developmental milestones Children receiving fluoride varnish Babies exclusively breastfeeding Severe obesity levels in P1 children Children reintegrated to mainstream Breaches accommodation orders National assessment framework School estate suitability Activity agreements for young people School leavers destinations Young people achieving awards Adults accessing lifelong learning Adults 16-64 with qualifications Interventions for young offenders More choices, more chances New businesses start ups Tourism Spending Number of jobs created Vacant commercial space Area of Serviced Business Land Trade outside Scotland Reduce employment inequalities Average monthly earnings Participants in skills programmes Working age population unemployed People assisted into work People in deprivation | <ul style="list-style-type: none"> Self directed support payments Carers satisfaction Service users satisfaction Suicide Rate Older people receiving care at home Older people who live at home Emergency admissions for 75+ Emergency inpatient bed days 75+ People delayed in hospital Diagnosed dementia Psychiatric admissions Attendances at sport activities Smoking Cessation services Premature mortality Unplanned admissions Life expectancy Cancer screenings Homeless presentations Buildings registered as At Risk Green deal households Public Sector Emissions Recycled or composted waste Identification of housing land Affordable houses built Re-offending Local resilience plans Reported crime levels Residents Feeling Safe Home Fire Safety Visits Fire Injuries Hate crimes reported Detection levels for hate crimes Crimes with Domestic Abuse Indicator Hospital admissions 65+ Financial crimes Children injured on roads |
|--|---|

ENDORSEMENTS

The scope of this document covers the public services delivered in the area by Perth & Kinross Council, NHS Tayside, Tayside Police, Tayside Fire and Rescue, Perth College UHI, Scottish Enterprise (Regional Operations –Tayside), Perth and Kinross Association of Voluntary Services and the voluntary sector it represents, Skills Development Scotland and other public agencies and partners.

NHS Tayside

Perth and Kinross Council

Perth College UHI

PKAVS

Tayside Fire and Rescue

Tayside Police

Scottish Government

Scottish Enterprise

Skills Development Scotland

DRAFT

DRAFT