

## PERTH AND KINROSS COUNCIL

26 JUNE 2013

## PERTH &amp; KINROSS COMMUNITY PLAN / SINGLE OUTCOME AGREEMENT 2013-2023

## REPORT BY CHIEF EXECUTIVE

**ABSTRACT**

This report asks the Council to endorse the Perth & Kinross Community Plan/Single Outcome Agreement 2013-23 following its approval of the draft plan on 27 February 2013. It summarises the key amendments to the plan following public consultation since February, further engagement with Community Planning partners and feedback from the Scottish Government.

**1. BACKGROUND**

- 1.1 On 15 March 2012 the Scottish Government and COSLA published a joint 'Statement of Ambition' for Community Planning. This sets out how Community Planning Partnerships (CPPs) will deliver better outcomes for communities through accelerating the pace of collaboration and joint working between Community Planning partners. The expectation is that Community Planning will provide the foundation for effective partnership working within which wider public service reform will happen. This includes an increased focus on prevention, place, people and performance to secure continuous improvement in public service delivery.
- 1.2 The Statement of Ambition requires CPPs to shape and coproduce better outcomes with their communities. The proposed Community Empowerment and Renewal Bill was launched for consultation in June 2012 and aims to support communities to achieve their own goals and aspirations through taking independent action and by having their voices heard in the decisions that affect their area. Improved community participation will require CPPs to have a stronger understanding of their communities and provide genuine opportunities to consult, engage and involve them.
- 1.3 The renewed focus on Community Planning has led to the development of a national framework for auditing CPPs and the delivery of local outcomes. To date three audits have been carried out by Audit Scotland in Aberdeen, North Ayrshire and Scottish Borders. The findings from these audits helped inform the report 'Improving Community Planning in Scotland' published by Audit Scotland in March 2013. The report identifies five areas of improvement for CPPs including: Leadership; Governance and Accountability; Skills and Resources; Performance and Improvement; and Community Engagement.
- 1.4 Single Outcome Agreements (SOAs) remain central to ensuring that better outcomes for communities are delivered through a strengthened framework of Community Planning. New national guidance was issued in December 2012, setting out requirements for the SOA as a strategic 'Plan for Place' with clear

local outcomes, milestones and performance measures to be achieved within a 10 year horizon. The Guidance set a timescale for SOAs to be developed, agreed and signed off at national level by 28 June 2013.

## **2. COMMUNITY PLAN/ SINGLE OUTCOME AGREEMENT 2013-2023**

- 2.1 The need for change is understood and has been recognised with the development of a new Community Plan/ Single Outcome Agreement for Perth and Kinross. The Community Plan/ SOA 2013-23 builds upon the priorities and outcomes identified in the SOA 2009-11 and our previous Community Plan and combines them into one strategic document. This constitutes a further step change in our existing strong approach to integrated working.
- 2.2 The new plan sets out 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
- 2.3 Each objective relates to the main areas of focus for the CPP where it is striving to make maximum impact and drive improved outcomes in relation to key challenges it has identified that the area will face over the next 10 years. Local outcomes, performance indicators and milestones for delivery are set out for each objective. All CPP partners will reflect these priorities and local outcomes within their own corporate and delivery plans in order to demonstrate the 'golden thread' across their organisations.
- 2.4 At its meeting held on 27 February 2013, the Council considered the draft Perth & Kinross Community Plan/SOA 2013-23 prior to public consultation to inform the further development of the final plan.

## **3. RESPONSE TO PUBLIC CONSULTATION AND SEA**

- 3.1 An online public consultation and Strategic Environmental Assessment (SEA) was conducted between 27 February and 14 May 2013. To maximise public engagement in the consultation, and in line with equalities best practice, an easy read summary of the plan was made available. The easy read summary included key questions which the public was invited to answer.
- 3.2 Responses came from a range of national and local organisations and from individual members of the public. The consultation period also provided a further opportunity for CPP partners to consider the content of the draft plan and identify any significant gaps.
- 3.3 In general, consultation responses indicate that in Perth and Kinross we have a common understanding of the environment within which CPP partners will be delivering public services over the next 10 years. This includes tighter financial constraints and the challenges we face in delivering better outcomes for communities within this operating environment. The plan therefore has not changed in terms of the overall strategic direction set out in the draft plan agreed by Council on 27 February. The strategic objectives and local

outcomes for Perth and Kinross remain. However, the consultation highlighted a number of key themes which we have been addressed in this revised version of the plan and summarised in the following paragraphs.

- 3.4 **Building community assets** - The consultation draft Community Plan/ SOA outlined an approach to working alongside the people and communities of Perth and Kinross to ensure that services are designed around their priority needs. Community empowerment is key to ensuring that local people are actively involved in planning and delivering creative solutions for their own communities alongside public services. Feedback from a number of stakeholders was that more detail in terms of what specifically we will do to take this approach forward would be useful. In response, the revised Community Plan/ SOA provides further detail on plans to establish a Community Empowerment Board which will act as the key link between the CPP and our communities. The role of the Board will be to ensure that people and communities are fully involved in decisions about public services and that our workforce has the skills required to work with communities.
- 3.5 **Evidence based understanding of Place** – The consultation draft Community Plan/ SOA provided a context for each strategic objective and local outcome, including detailed evidence and data referenced where appropriate. Consultation responses and feedback from Scottish Government indicated that whilst it is useful and necessary to refer to key evidence and data throughout the plan, it would be useful to include a short area profile at the start of the document to explain why the strategic objectives and local outcomes are the key priorities for the next 10 years. The final plan includes a short profile of Perth and Kinross and highlights the unique characteristics of the five main localities that make up the area. The plan also identifies the effective use of evidence and data as an on-going area of improvement, central to understanding and measuring progress towards the delivery of better outcomes.
- 3.6 In addition, a number of changes have been made to the strategic objectives and local outcome sections of the plan which have: reinforced key messages; addressed identified gaps in actions and performance indicators; and provided additional information or clarity where needed.

#### **4. INITIAL FEEDBACK FROM SCOTTISH GOVERNMENT LOCATION DIRECTOR**

- 4.1 A key aspect of the development process for the new plan has been engagement with colleagues in the Scottish Government prior to final sign-off of the Perth & Kinross Community Plan/ SOA at national level by 28 June 2013. The Scottish Government Location Director for Perth & Kinross provided positive feedback on the draft plan, particularly recognising the high quality of services delivered on a joint basis across Perth & Kinross, the clear shared understanding of Place, and the focus on prevention which runs throughout the plan.
- 4.2 The Scottish Government commended the clear picture set out in the draft plan of what will be different and better for communities of Perth and Kinross in 10 years' time, as well as what will be done to achieve this. It was suggested that the plan should be clearer on the contributory outcomes, indicators and targets

that will be delivered to achieve these better outcomes in 10 years' time. In response, the revised Community Plan/ SOA now sets out more clearly how we will improve local outcomes and achieve our targets over a 1, 3 and 10 year timeline to clearly demonstrate our improvement journey.

## **5. PROPOSED GOVERNANCE, ROLES AND RESPONSIBILITIES**

5.1 Our Community Planning governance structure needs to reflect the strategic objectives and local outcomes of the Community Plan/SOA and be organised to deliver these outcomes. The following paragraphs outline specific proposals to strengthen the existing governance structure.

5.2 **Leadership by the CPP Board** – It is proposed that:

- The CPP Board will remain the strategic leadership forum for the CPP and remain responsible for leading, directing and scrutinising the delivery of the strategic outcomes and objectives set out in the Community Plan/SOA;
- Consideration should be given to the Chairs of the Outcome Delivery Groups (See Para 5.4) being members of the CPP Board;
- Consideration should be given to the Chair of the Community Empowerment Board (See Para 5.7) becoming a member of the CPP Board;
- The CPP Board will meet four times per year, with one of those meetings being a wider Community Planning Conference;
- Agendas of the CPP Board will be structured to ensure that, throughout the reporting year, strategic objectives and local outcomes are subject to a formal performance and scrutiny discussion by the CPP. This will include twice yearly performance reports from each Outcome Delivery Group;
- An Annual Report on overall performance and progress towards delivery of all strategic objectives and outcomes would continue to be part of the CPP's public performance reporting responsibilities; and
- The CPP Board will consider strategic cross cutting issues such as employability, organisational development and community engagement and prevention on an on-going basis.

5.3 **Strategic support to the CPP Board provided by CPEOG** – It is proposed that:

- The Community Planning Executive Officer Group (CPEOG) will continue to support the CPP Board by overseeing the collective performance management of the CPP at a strategic level;
- The membership of the CPP Executive Officer Group will be reviewed to reflect the wider governance changes described above;
- The CPEOG will oversee the performance management and continuous improvement mechanisms of the Outcome Delivery Groups (See proposals at Para 5.4);
- The CPEOG will meet six times per year prior to CPP Board meetings;
- Agendas of the CPEOG will be structured in such a way to facilitate the effective monitoring and scrutiny of the Outcome Delivery Groups in delivering the local outcomes and priority actions for which they are responsible (See proposals at Para 5.4); and
- The CPEOG will be responsible for considering and proposing to the CPP Board any action required to overcome barriers and obstacles to the

groups' effectiveness. Action may be required from the CPP Board as a whole, or by individual Chief Executives.

**5.4 Development of four Outcome Delivery Groups – It is proposed that:**

- The current themed Partnerships be replaced with four Outcome Delivery Groups (See Table 1 below);
- The establishment of the groups will be progressed with a view to holding the first meetings in September 2013;
- The groups will be accountable to the CPP Board for progress against the new strategic objectives and local outcomes;
- The membership and remits of these groups will be reviewed to reflect the new strategic objectives, local outcomes and priority actions for Perth and Kinross;
- The Council appoints three elected members to each of the Outcome Delivery Groups, which is consistent with arrangements for previous themed Partnerships; and
- The Council appoints a fourth elected member to the Health and Social Care Integration Pathfinder Board, in line with the provisions of the Public Bodies (Joint Working) (Scotland) Bill.

Table 1:

Children and Young People Strategic Group	It is proposed that this group will replace the current Children and Young People's Strategic Partnership and will retain oversight for the Child Protection Committee. Given the personal accountability of the Chief Executive for child protection it is proposed that the group will be chaired by the Chief Executive.
Community Safety and Environment Group	It is proposed that this group will merge and replace the current Environment Partnership and Community Safety Partnership.
Economy and Lifelong Learning Group	It is proposed that this group will merge and replace the current Economic Partnership and Lifelong Learning Partnership.
Health and Social Care Integration Pathfinder Board	It is proposed that the new Health and Social Care Integration Pathfinder Board will replace the Strategic Health Partnership and will become the prime partnership body for health and social care in Perth and Kinross. At its meeting on 27 February 2013 the Council appointed three elected members to the Pathfinder Board. In line with the recently published Public Bodies (Joint Working) (Scotland) Bill, it is proposed that the Council appoints a fourth elected member to the Board in Perth & Kinross. The Adult Protection Committee will liaise with and advise the Health and Social Care Integration Pathfinder Board but, due to the importance of the agenda, will report to the CPP Board direct.

**5.5 At the heart of our new Community Plan/SOA is a desire and commitment to engage more closely with the needs and aspirations of our communities in**

Perth and Kinross. This commitment is made within the context of emerging national legislation, policy and audit and scrutiny regimes which seek to place individuals and communities at the heart of public service decision making. Recent legislation includes: the Community Empowerment and Renewal Bill; Children and Young People's Bill; and the Public Bodies (Joint Working) (Scotland) Bill. It is intended that the Public Bodies (Joint Working) (Scotland) Bill will place a legal obligation on the Health and Social Care Partnership Body to engage and involve local communities and clinicians in the decision making function around the Partnership budget. We will be required to indicate in our Joint Commissioning Strategy in 2012 for all adult health and social care how this decision making will work. We have the opportunity to develop our understanding of this process through the new Health and Social Care Integration Pathfinder Board.

5.6 To support the strengthened focus on building community assets and potential as central to how local priorities are identified and addressed through Community Planning, it is proposed to create a Community Empowerment Board.

5.7 **Community Empowerment Board established** – It is proposed that:

- The proposed Community Empowerment Board (CEB) will support the CPP Board, CPEOG and Outcome Delivery Groups to deliver the strategic objectives by forming a key strategic link with our communities;
- The establishment of the CEB will be progressed with a view to holding the first meeting in September 2013;
- The Chair of the Community Empowerment Board will become a member of the CPP Board;
- The membership and remit of the CEB will be developed to reflect the new strategic objectives, local outcomes and priority actions for Perth and Kinross;
- The CEB will advise the CPP on community development and engagement to inform Community Planning and locality working and sharing best practice;
- The CEB will provide constructive challenge to the Outcome Delivery Groups and wider partnership structures in how community engagement takes place across Perth and Kinross, ensuring it is well joined up from the community perspective;
- The CEB will oversee the work of public agencies in respect of prevention and providing advice on how these agencies engage with communities in designing prevention approaches which will have most impact, based on deep knowledge and understanding of Place;
- The CEB will advise the CPP in respect of asset based community development practice and act as a clearing house for new community engagement activity;
- The CEB will advise on the quality and robustness of customer and community engagement practices and advise on the CPP response to customer and community feedback;
- The CEB will advise on developments in respect of new models of public service delivery, e.g. social enterprise, co-production between community and public sector; and

- The CEB will comment on public sector performance monitoring and reporting arrangements and advise on how to engage communities more creatively and meaningfully with performance monitoring.
- 5.8 For the CEB to fulfil these functions we will require senior leadership and commitment from both statutory and non statutory partners alongside representation from communities themselves. It proposed that the Council authorises the Chief Executive, in consultation with the Chair of the CPP Board, to appoint the Chair of CEB. It is proposed that the broader membership of the CEB will be decided by the CPP Board, in consultation with relevant stakeholders.

## **6. CONCLUSION AND RECOMMENDATIONS**

6.1 This report presents the new Community Plan 2013-23 which clearly articulates an ambitious vision for the future of our area, our communities and our families. It clearly describes how the Perth and Kinross Community Planning Partnership will achieve our shared ambition for excellence. The Perth and Kinross Community Planning Partnership considered this report at its meeting on 20 June 2013.

6.2 It is recommended that the Council:

- (i) Endorses the Perth & Kinross Community Plan/SOA at Appendix 1;
- (ii) Authorises the Depute Chief Executive (Education and Children's Services) to establish four new Outcome Delivery Groups as set out in section 5.4 to replace the current themed Partnerships by September 2013;
- (iii) Agrees that the Chairs of the Outcome Delivery Groups will become members of the CPP Board;
- (iv) Appoints three elected members to each of the Outcome Delivery Groups and appoints a fourth elected member to the Health and Social Care Integration Pathfinder Board, in line with the provisions of the Public Bodies (Joint Working) (Scotland) Bill;
- (v) Approves the establishment of a Community Empowerment Board as set out in sections 5.7 and 5.8 by September 2013;
- (vi) Authorises the Chief Executive, in consultation with the Chair of the CPP Board, to appoint the Chair of the Community Empowerment Board;
- (vii) Agrees that the Chair of the Community Empowerment Board will become a member of the CPP Board; and
- (viii) Agrees to review the effectiveness of the new governance arrangements in September 2014.

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## Approved

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<b>Date</b> 19 June 2013		

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

*The undernoted table should be completed for all reports. Where the answer is 'yes', the relevant section(s) should also be completed*

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	<b>Y</b>
Corporate Plan	<b>Y</b>
<b>Resource Implications</b>	
Financial	<b>N</b>
Workforce	<b>N</b>
Asset Management (land, property, IST)	<b>N</b>
<b>Assessments</b>	
Equality Impact Assessment	<b>Y</b>
Strategic Environmental Assessment	<b>Y</b>
Sustainability (community, economic, environmental)	<b>N</b>
Legal and Governance	<b>N</b>
Risk	<b>N</b>
<b>Consultation</b>	
Internal	<b>Y</b>
External	<b>Y</b>
<b>Communication</b>	
Communications Plan	<b>Y</b>

### 1. Strategic Implications

#### 1.1 Community Plan / Single Outcome Agreement

This report lays out proposals for the final agreement of the new Community Plan/SOA.

#### 1.2 Corporate Plan

The Council's Corporate Plan objectives are clearly aligned with those in the Community Plan/SOA.

### 2. Assessments

#### 2.1 Equality Impact Assessment

This report was considered under the Corporate Equality Assessment Framework and assessed as relevant. The new Community Plan/SOA is designed to support and advise equality.

#### 2.2 Strategic Environmental Assessment

The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals under the Act and the determination was made that there were likely to be significant environmental effects and as a consequence an environmental assessment was necessary. The environmental report has been completed and will be submitted to the Consultation Authorities together with the draft PPS for their consideration.

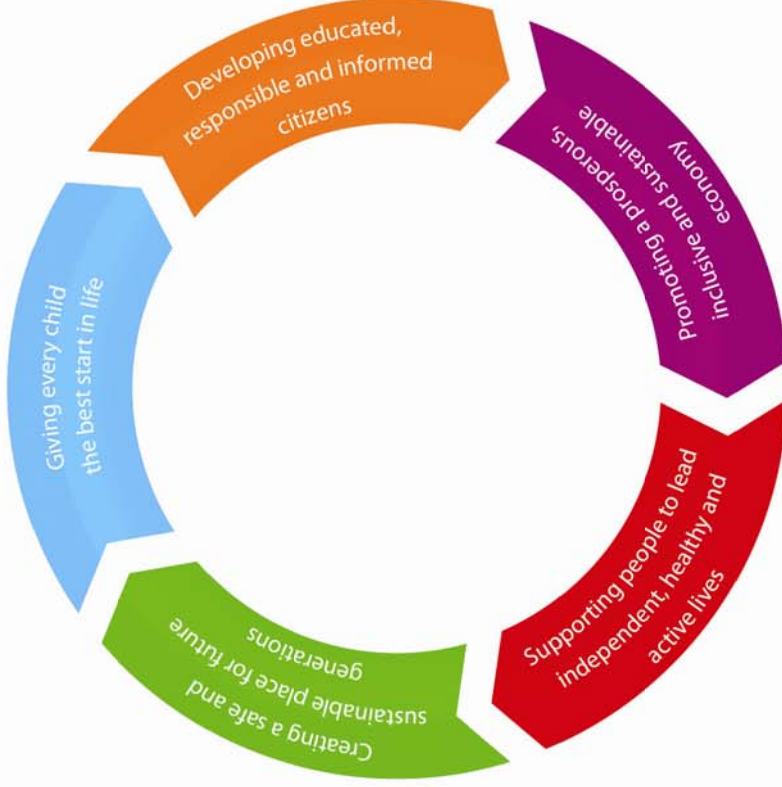
### **3. Consultation**

- 3.1 The new Community Plan/SOA has been the subject of robust consultation and engagement both within the Council and across all Community Planning Partnership partners, including formal public consultation.

### **4. Communication**

- 4.1 A communication plan is in place for further publicising and sharing awareness of the new Community Plan/SOA.

# Community Plan/Single Outcome Agreement 2013-2023



Draft 18 June 2013



## Acronyms

The following acronyms have been used throughout this plan:

ACRONYM	DEFINITION
SFRS	<a href="#">Scottish Fire and Rescue Service</a>
NHS	<a href="#">NHS Tayside</a>
PKC	<a href="#">Perth &amp; Kinross Council</a>
PS	<a href="#">Police Scotland</a>
PKAVS	<a href="#">Perth and Kinross Association of Voluntary Service</a>
PC UHI	<a href="#">Perth College</a>
SG	<a href="#">Scottish Government</a>
SDS	<a href="#">Skills Development Scotland</a>
SE	<a href="#">Scottish Enterprise</a>
TACTRAN	<a href="#">Tayside and Central Scotland Transport Partnership</a>
N/A	Not applicable

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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.

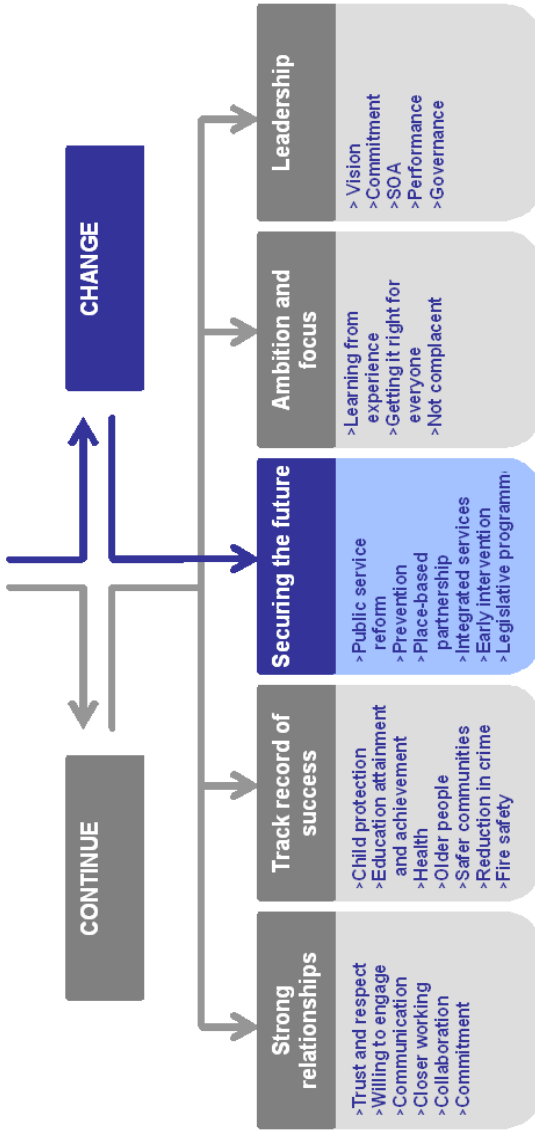
We have promoted a culture of honest, evidence based self evaluation which tells us where we perform well and where we need to improve. In general, our performance in delivering local outcomes is strong and significant progress continues to be made. We have many examples of where we have improved the 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 CPP 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.

## 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 focus has long since moved on from establishing the building blocks for community planning to being able to use evidence to demonstrate that we are making a significant impact in outcomes for people and communities. Real improvement in our local services will come from strong leadership and our shared commitment to more integrated arrangements for joint working.

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. 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.

At the heart of our new Community Plan/SOA is a desire and commitment to engage more closely with the needs and aspirations of our communities in Perth and Kinross. 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.



# PROFILE OF PERTH AND KINROSS

In Perth and Kinross we have a long history of working in effective partnership through the CPP to address the local priorities which matter most to our communities. We are more confident now than ever before in our ability to work together to deliver positive outcomes and we are ready to think more radically about how we address the complex issues facing our communities. In doing so it is essential that we capitalise on our unique knowledge of our local areas. We know that our successes so far have been largely due to our strong existing knowledge of what works in our communities and the strong relationships we have built over many years with local people and communities.

remain very low. In 2012, six areas were considered to be within the 15% most deprived areas in Scotland these are located in North Perth City and Rattray in Blairgowrie.

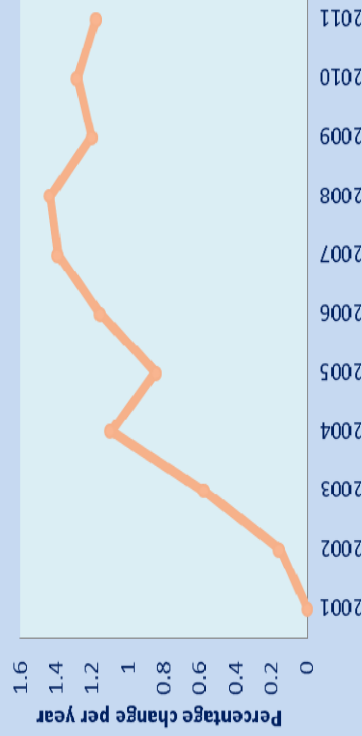
## Economy

The economy of Perth and Kinross is dominated by small businesses which account for around half the workforce. **Tourism supports 13% of employment** and is worth over £400 million a year to our economy. Over 2 million visitors a year are attracted by the environment and the historic heritage of the area. As a result of this there is lower unemployment in the area compared to the rest of Scotland. However, the average monthly earnings for people during 2012 were £1,970.40 which was below the Scottish average of £1993.20. Improving local wage levels and skills and creating employment in locally based businesses is a priority for the area. Affordable housing also continues to be a focus for the area. In the past five years 881 affordable houses have been built by Registered Social Landlords and the Council. The Council is planning to build a total of 70 new Council houses across Perth and Kinross in the next two years.

## Children and Young People

Children (0-15) make up 17% of the population and **we deliver education to 17,500 pupils**. Education is provided through 10 secondary schools, 75 primary schools, one additional support needs school and one pre-school centre. Pre-school education is delivered through 45 nursery classes and an additional 33 partner providers. Attainment within Perth and Kinross schools is very high, the latest figures show that our schools are equal to, or above, their comparator average in 12 out of 13 key measures of SQA attainment. In terms of our looked after children's attainment in 2011/12, 93% of children leaving care attained at least one subject at Level 3 and three out of four achieved English and Mathematics at Level 3. We have also begun to reduce the number of children in the more choices, more chances category from 500 in 2010/11 to 490 in 2011/12. The number of looked after and accommodated children has however increased, from 138 in

Population growth since 2001



## Population

Perth and Kinross has a **population of 149,520** and over the past 11 years, we experienced the second highest population growth in Scotland (10.8%) which was 2.8 times the national average. Our population is projected to grow by 32% by 2035 which is the second highest growth in Scotland. In 2010, there were 64,780 households in Perth and Kinross and it is predicted that there will be 89,030 by 2033. We therefore face real challenges to service delivery, including an increased demand for affordable housing, an increase in in-migration and an ageing population. However, levels of deprivation within Perth and Kinross



2010/11 to 181 at the end of 2012/13. A key challenge is to enable our young people to realise their full potential.

### Social Care and Health

The Perth and Kinross population has an **average life expectancy of 79.1 years** which is higher than the national average and older people aged 65+ make up 20% of the total. The number of older people has increased by 14% since 2001. This trend is projected to continue and the needs of this age group have become more complex. Last year on average 1,297 people were provided with home care per week that allowed them to live at home. In addition to the elderly population the number of people with a learning disability who were supported in their own tenancies has steadily increased from 76 in 2009/10 to 164 in 2011/12. The Community Planning Partnership is committed to talking health inequalities and particular areas include alcohol and obesity issues.

### Community Safety

Perth and Kinross remains a safe place to live. Over the last five years the number of crimes committed has continued to decline and is at its **lowest ever crime level of 5,320 crimes in 2011/12**. The Community Planning Partnership has committed its efforts to addressing violence against equalities groups and this is particularly relevant given the level of in-migration from outside of the UK. Road safety within our communities is also a high priority as the size of the area and the numbers of roads provide a challenge for policing. In 2011/12, 101 people were killed or seriously injured on our roads, which is a continued downward trend from 193 in 2001.

### Environment

Perth and Kinross **land area is around 5,286 km<sup>2</sup>** and is the fifth largest area by land mass in Scotland. The majority of the area is rural with Perth City being the main settlement. Therefore reducing air pollution in and around Perth City is a key environmental concern. There is also a strong focus on waste reduction and recycling. Our recycling and composting performance is very strong and we reached 49% in 2012/13, a 3% increase on 2010/11.

### Geography

In Perth and Kinross we have a unique history, geography and people - and a unique relationship with our communities. Together we support each other to achieve the best possible local outcomes by working with our partners to connect and involve people. Our geography means that there are clearly distinct communities within our area which have their own challenges and profiles. A summary of these is provided for each of the geographic regions below:



**Highland Perthshire** located in the north west of Perth and Kinross and has a population of around 20,000. It is characterised by its rural populations, range of small villages and the key settlements of Aberfeldy and Pitlochry. Its picturesque landscape, wildlife and range of outdoor activities make it one of the most popular tourist destinations in Scotland, and accounting for 39% of tourism revenues generated in Perth and Kinross. The area is popular with migrant workers who take

on seasonal work mainly in farms and the hospitality industry and wages are correspondingly lower than the Perth and Kinross average. The area also has an older age profile with 28% of the population being aged 65+. This provides challenges in terms of delivering care and supporting people compared to urban areas. The geography also means providing transport and keeping travel costs down is a key concern for the community as well as a challenge for public service bodies in delivering services to remote and rural communities.

**Eastern Perthshire** is a largely agricultural area with a population of around 36,000. The area is famed for its fruit production and this defines the economy as the largest employers are all food producers. Glenshee in the north of the area is also a popular destination with skiers which attracts tourism. Overall, the eastern Perthshire area has the oldest population profile within Perth and Kinross with 29% of the population being aged 65+. Similar to the Highland area this provides challenges in service delivery. The main settlement in the area is Blairgowrie which contains the only area (Ratray) outside of Perth City which is defined as within the 15% most deprived areas in Scotland according to the Scottish Index of Multiple Deprivation. Unemployment within the area is slightly higher than the average and this is the main contributor to the deprivation score. Attracting inward investment and therefore jobs will be essential in this community.

**Strathearn** is located in the south western part of Perth and Kinross and has a population of around 22,000. The area has two main settlements which are in Crieff and Auchterarder. Auchterarder is famous for the Gleneagles hotel which is also a large employer in the area and which will experience unprecedented visitor numbers in 2014, the year it hosts the Ryder Cup. Strathearn is a popular tourist destination contributing 23% of tourism revenues. It is also an affluent area and a popular retirement destination. As a result providing transport and care for the elderly are priorities in the community.

**Kinross-shire** makes up the south eastern part of Perth and Kinross and has a population of around 18,000. The main settlement in the area is Kinross which is a popular commuter town for Perth and Edinburgh. As a result Kinross-shire has a younger age profile compared to the average, with children making up 27% of the population. Local activities

for children are now delivered through Loch Leven Community Campus which was completed in October 2009 as part of the wider Investment in Learning programme. Kinross-shire also hosts the annual T-in the Park event at Balado which is estimated to generate £1.5–2 million in the local economy and has continually expanded in size over the 20 years it has been running. The area has similar challenges in terms of transport as the other rural parts of Perth and Kinross with travel times and costs being a concern. Delivery of education and activities for young people and their families is also a focus for the community.

**Perth City** is the largest settlement in the local authority area. The city and its surrounding area have a population of around 50,000 people. The population profile is younger than the average with children making up 20% of the total population. Perth City is projected to grow in population by around 10,000 people over the next 15 years which will have an impact on service delivery. Perth City contains five areas which feature within the 15% most deprived areas in Scotland these are all located within the North of the City. As with all areas of deprivation there are a number of issues which contribute to the deprivation and the key issues for Perth include unemployment, low income and lack of skills and/or training. The unemployment rate for young people (aged 16-19) in the North of the City (8.1%) in particular is greater than the average (4.6%) and is therefore a key priority. Developing employment opportunities is vital to ensure the economy continues to grow and prosper. Overall, Perth City is the economic centre for the region with all of the main services located within the city.

The challenges we face in Perth and Kinross are not unique in Scotland, for example low wage economy and persistent long-term inequalities faced by some communities. However our response to these challenges is unique as it comes from a detailed understanding of the issues and opportunities within our local area. This knowledge teamed with supreme passion and commitment to improving the quality of life for our people has allowed us to identify five strategic objectives for Perth and Kinross, underpinned by twelve local outcomes.

PART 1  
OUTCOMES WE ARE HERE TO  
DELIVER

# OUR VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

## OUR VISION

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.

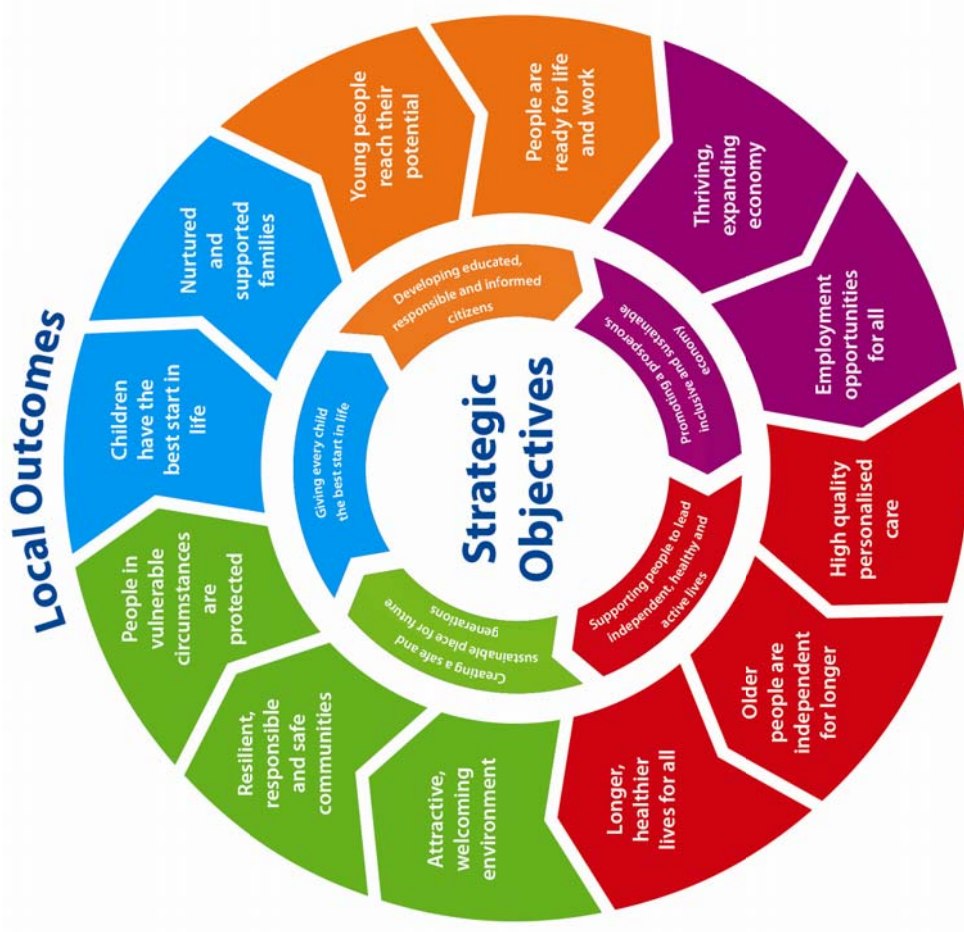
At the heart of our approach is a focus on enabling all children and young people to develop the skills and attributes required to be successful, take responsibility, make effective contributions to society and demonstrate a well placed confidence about the things they do and say.

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.





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 delivery of better outcomes for children and young people through the first UK implementation of 'Evidence2Success'. This approach involves gathering a comprehensive profile of children's wellbeing that is used to inform strategic and service planning going forward. It promotes a whole population approach to improving well-being through the use of evidence based programmes and practices and encourages targeted investment in early intervention and prevention activities. The project will also support the development of community participation in planning and implementation of activities to improve the wellbeing of children and young people. This area of development will focus initially in the communities of Perth City North.

These strategies focus on prevention, early intervention and targeting support to the most vulnerable and those with the greatest need in our area. Where possible, children will receive the support and services they require through universal services 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 roll-out of the Improving Maternal and Infant Nutrition; A Framework for Action and the refreshed Framework for Maternity Care will be key to the delivery of stretch targets set in the Early Years Collaborative.

## TIMELINE: KEY MILESTONES

13/14

17/18

22/23

- Women have a healthier gestation and birth that ensures babies have the best start in life
- Women receive continued support to continue to breast feed
- Children are ready for school

- Undertake the 'Evidence to Success' project to deliver improvement in outcomes for children and young people; engaging with our communities to build autonomy and resilience

- Enhanced support for children aged 0-3 years and their families through the Early Years Strategy
- Children have reached all of the expected developmental milestones
- Improved outcomes for children and young people through implementation of the Early Years Collaborative and Evidence2Success

- Reduction in overweight and obesity at P1 through promoting healthy weight messages and physical activity
- Reduction in the use of alcohol, tobacco, and other drugs during pregnancy

## PERFORMANCE INDICATORS

Indicator/s	Lead partner (source)	Baseline			Targets		
		11/12	13/14	17/18	22/23		
<b>Children have the Best Start in Life</b>							
% of women who are pregnant, who have raised co2 levels, or are smokers referred to smoking cessation services	NHS	To be established 2014					90
% of obese pregnant women are given appropriate information to manage weight in pregnancy	NHS	To be established 2014					100
% of avoidable stillbirths	NHS	46.6	46.6	39.6			31.6
% of women who continue to give breast milk up to 10 days	NHS	32.2	33	40			47
% of children reaching expected development milestones at time of 27-30 month health review	NHS	To be established 2014					85
% of P1 children free of any disease at dentine level	NHS	74.9 (2007/09)	76.5	78.5			80
% of children meeting expected developmental milestones when entering primary school	PKC	To be established 2014					90
Severe obesity levels in P1 children (%)	NHS	6	6	6			5.5

## SUPPORTING STRATEGIES

- [Alcohol & Drugs Partnership Strategy \(2012 – 2015\)](#)
- [Children and Families Services Strategy \(2011\)](#)
- [Children and Young People \(Scotland\) Bill](#)
- [Early Years Strategy \(2010\)](#)
- [NHS Tayside Health Equity 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.

## TIMELINE: KEY MILESTONES

13/14	17/18	22/23
<ul style="list-style-type: none"> <li>Preventative approach to child protection and keeping children safe with the introduction of child concern folders</li> <li>School curriculum focussed on developing core skills of literacy, numeracy and health and wellbeing</li> <li>Evaluation of Bounce Back and Roots to Empathy which promote resilience and develop empathy for others in children and young people</li> <li>Increase in number of peer support groups for people with substance misuse</li> </ul>	<ul style="list-style-type: none"> <li>Approaches taken by all partners who work together to support children, young people and their families are refined and streamlined</li> <li>Services to support parents are extended, e.g. support to access further education and childcare</li> <li>Evidence based programmes and processes are incorporated in universal services</li> <li>Circles of recovery in every community with a substance misuse problem</li> <li>Individuals manage their own care through the implementation of self-directed support</li> </ul>	<ul style="list-style-type: none"> <li>Key developmental outcomes for children and young people are improved</li> <li>Homeless presentations are reduced through prevention and helping those in priority need</li> <li>Active and healthier lifestyles through weight management and sport and active recreation programmes to reduce obesity and in-activity</li> </ul>



## PERFORMANCE INDICATORS

Indicator/s	Lead partner (source)	Baseline	Targets		
		11/12	13/14	17/18	22/23
<b>Nurtured and Supported Families</b>					
% of children successfully reintegrated full time into their mainstream class from a nurture provision	PKC	To be established	2014		90
Number of people involved in family learning, adult learning and parenting programmes	PKC	720	>1,000	>1,000	>1,000

## SUPPORTING STRATEGIES

- [Children and Families Service Strategy \(2011\)](#)
- [Fuel Poverty Statement \(June 2011\)](#)
- [Integrated Children's Services Plan \(2011\)](#)
- [Joint Strategy for Adult Carers and Parent Carers \(2011 – 2014\)](#)
- [Joint Strategy for Young Carers \(2011 – 2014\)](#)
- [Parental Involvement Strategy \(2009\)](#)
- [Parenting Strategy \(2008 – 2012\)](#)

# DEVELOPING EDUCATED, RESPONSIBLE AND INFORMED CITIZENS

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 ongoing 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 and the college 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 anti-social 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.

## TIMELINE: KEY MILESTONES

13/14

17/18

22/23

- All children and young people receive appropriate educational opportunities (3-18) to allow them to progress as successful learners, responsible citizens, effective contributors and confident individuals

- Introduction of new national qualifications at SCQF levels 4 and 5 in all secondary schools

- Every child or young person with a coordinated / individual support plan will benefit from transition into adult care that meets agreed targets and individual needs

- Embed the principles of Curriculum for Excellence within the school/ college partnership

- Every secondary pupil will have at least one opportunity in the senior phase (S4 – 6) to gain an achievement award

- All schools have a curriculum that provides opportunities for community partnership working

- Comprehensive and coordinated Autism Strategy fully implemented

- All School local management groups have a central role in a coordinated community and lifelong learning strategy

## PERFORMANCE INDICATORS

Indicator/s	Lead partner (source)	Baseline	Targets		
		11/12	13/14	17/18	22/23
<b>Young people reach their potential</b>					
National assessment framework and performance indicators are being developed nationally for attainment	PKC	N/A	To be established 2014		
Number of young people gaining achievement awards	PKC	616	630	650	700
% of young people (aged up to 16) engaged in early intervention processes and do not re-offend within 1 year	PKC	36 (2010/11)	40	43	45

## SUPPORTING STRATEGIES

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

## 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.

## TIMELINE: KEY MILESTONES

13/14	17/18	22/23
<ul style="list-style-type: none"> <li>Perth City Campus project is active, including virtual learning opportunities</li> <li>Maintain and increase the numbers of adult literary and ESOL learners achieving their learning goals</li> <li>Maintain and increase the number of adult learners gaining awards and accredited training</li> <li>Deliver the Creative Place Programme to increase employability of local young people in the cultural sector</li> </ul>	<ul style="list-style-type: none"> <li>Career Academy introduced in all Secondary schools</li> <li>Perth and Kinross Schools Guarantee Initiative fully implemented</li> <li>Fully integrated School / Perth College (UHI) courses and pupil progression</li> <li>Increase in the number of young people and adults involved in volunteering</li> <li>Maintain and increase the number of young people entering positive destinations (education, employment or training) after leaving school</li> </ul>	<ul style="list-style-type: none"> <li>All school leavers have an appropriate work placement / experience that is accredited and relevant to career aspirations</li> <li>Increase in number of adult learners progressing to further training and employment</li> <li>Increase in young people entering and staying in positive destinations after leaving school</li> </ul>

## PERFORMANCE INDICATORS

Indicator/s	Lead partner (source)	Baseline	Targets		
		11/12	13/14	17/18	22/23
<b>People are ready for life and work</b>					
% of school leavers moving onto positive and sustained destinations	PKC	92.8	92	93	95
% of school leavers from schools with highest negative destination rates moving onto further and higher education study	PC UHI	N/A	To be established 2014		
Number of young people in the 'More choices, more chances' category	PKC	490 (2011)	450	430	400
Proportion of adults 16-64 with qualifications above SCQF level 4 (%)	PKC	86 (2011)	Exceed comparator authorities		

## SUPPORTING STRATEGIES

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



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 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. Perth and Kinross includes parts of both of Scotland's National Parks and we will make the most of these assets for the whole of Perth and Kinross, particularly capitalising on the tourism value. 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 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 and support more local working.

## TIMELINE: KEY MILESTONES

13/14	17/18	22/23
<ul style="list-style-type: none"> <li>Promote an iconic vision for Perth and Kinross</li> <li>Existing and new businesses are supported to help them sustain and create jobs</li> </ul>	<ul style="list-style-type: none"> <li>Conditions for growth created through the commercial property investment programme</li> <li>Investment in our current key business sectors whilst exploiting emerging opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Economic and physical regeneration through investment in Perth City and our main towns</li> <li>More vibrant places by encouraging and supporting community led economic development initiatives, including social enterprises</li> </ul>



## PERFORMANCE INDICATORS

Indicator/s	Lead partner (source)	Baseline			Targets		
		11/12	13/14	17/18	13/14	17/18	22/23
<b>Thriving, expanding economy</b>							
Number of new business accounts as a % of the business stock	PKC	7.9	8.1	9.5	8.1	9.5	11.0
Tourism generated expenditure (£)	PKC	448.2m (2011)	466m	504m	466m	504m	555m
Area of available Serviced Business Land (Ha)	PKC	5.5	11.9	14.9	11.9	14.9	28.9
Vacant city centre commercial floor space as a % of the total floor space	PKC	12.5 (2010/11)	12	10	12	10	8
Number of jobs created in small and medium enterprises per annum with public sector support	PKC	333	400	500	400	500	600
Assistance to businesses to trade outwith Scotland as a proportion of total business stock (%)	PKC	0.2	0.5	1.5	0.5	1.5	3
Key sector employment (%):	PKC	12.4%	12.5%	13%	12.5%	13%	13.5%
Tourism		2.8%	3%	3.2%	3%	3.2%	3.5%
Food and drink		5.1%	5.3%	7%	5.3%	7%	9%
Clean technology							

## SUPPORTING STRATEGIES

- [Cairngorms National Park Partnership Plan 2012-2017](#)
- [City Development Plan](#)
- [Curriculum Strategy 2011-2016 Perth College UHI](#)
- [Employer Engagement Strategy Perth College UHI](#)
- [Local Development Plan](#)
- [Scottish Enterprise Business Plan \(2012-2015\)](#)
- [Tactran Delivery Plan](#)
- [Tactran Regional Transport Strategy \(2008-2023\)](#)
- [TAYplan](#)

## 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 and 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.

## TIMELINE: KEY MILESTONES

13/14

17/18

22/23

- Ensure that those who are already disadvantaged are not further marginalised
  - Perth and Kinross residents can access job opportunities outside the area
- |   |  |   |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Increase access for all to up-skilling and re-skilling opportunities</li> <li>• Increase number of adult learners gaining skills which improve employability, including IT literacy and ESOL</li> <li>• Deliver a programme of directed support to local social enterprises</li> </ul> | <ul style="list-style-type: none"> <li>• Increase in the number and quality of jobs in Perth and Kinross</li> <li>• People who are out of work for shorter periods, particularly young people, are assisted to get back into work as quickly as possible</li> <li>• Greater employment benefits levered by CPP investment</li> </ul> | <ul style="list-style-type: none"> <li>• Increased monthly earnings and reduced unemployment</li> <li>• The gap between unemployment levels in the best and worst wards across Perth and Kinross is narrowed</li> <li>• Increased number of adults progressing to vocational training and employment</li> </ul> |
|---|--|---|

## PERFORMANCE INDICATORS

Indicator/s	Lead partner (source)	Baseline		Targets	
		11/12	13/14	17/18	22/23
<b>Employment Opportunities for All</b>					
% of Scottish average monthly earnings (%)	PKC	92	93	96	100
% of working age population unemployed (%)	PKC	2.4	2.0	1.8	2.0
Unemployed people participating in community learning and development employability and skills programmes (as a % of those out of work)	PKC	32	35	50	75
Number of unemployed people assisted into work annually as a result of community learning and development employability and skills programmes	PKC	116	150	200	400
Narrow the gap between unemployment levels in the best and worst wards across Perth & Kinross (%)	PKC	5.7	5.5	4.5	3
Number of people within the 20% most deprived data zones in Scotland	PKC	8,416	8,000	6,000	4,500
The number of new entrants per annum to Perth College UHI From Perth and Kinross post codes to full time programmes of study	PC UHI	N/A	To be established 2014		

## SUPPORTING STRATEGIES

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

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 CPP. For example we have: considerably reduced 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.

## TIMELINE: KEY MILESTONES

13/14	17/18	22/23
<ul style="list-style-type: none"> <li>• Integrated service delivery and capacity building structures in place in Highland Perthshire</li> <li>• Roll out dementia cafes across Perth and Kinross</li> <li>• Increase in number of peer support groups for people with substance misuse</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated service delivery and capacity building structures in place across Perth and Kinross</li> <li>• Individuals manage their own care through the implementation of self directed support</li> <li>• Every locality has a range of flexible models to improve the level and quality of support to carers of all ages</li> <li>• Integrated anticipatory/outcome focused care plan in place</li> <li>• Circles of recovery in every community with a substance misuse problem</li> </ul>	<ul style="list-style-type: none"> <li>• People will recover from substance misuse through implementation of recovery plans</li> <li>• Reduction in the number of people with substance misuse problems</li> </ul>

## PERFORMANCE INDICATORS

Indicator/s	Lead partner (source)	Baseline			Targets	
		11/12	13/14	17/18	22/23	
<b>High quality personalised care</b>						
Number of people who access self directed support	PKC	103	300	400	500	
Carer's satisfaction with support services received (%)	PKC	N/A	75	80	85	
% of adults satisfied with social care or social work services	PKC	71.4 (2010/11)	88	90	91	
Service users exiting drug and alcohol team re-referred within 6 months	PKC	N/A	To be established	2014		
Suicide rate per 100,000 per year*	NHS	9.5 (2007/11)	9.5	9.3	9	

\* This indicator is measured annually and provides a rolling average over the preceding five year period.

## SUPPORTING STRATEGIES

- [Alcohol & Drugs Partnership Strategy \(2012 – 2015\)](#)
- [Choose Life Local Action Plan](#)
- [Joint Mental Health and Wellbeing Strategy \(2012-2015\)](#)
- [Joint Physical Disability Strategy \(2010/11 – 2013/14\)](#)
- [Joint Strategy for Adult Carers and Parent Carers \(2011 – 2014\)](#)
- [Joint Strategy for Learning Disability Services \(2012 – 2015\)](#)
- [Joint Strategy for Young Carers \(2011 – 2014\)](#)
- [Perth and Kinross Council Homeless Strategy 2013 – 2014](#)
- [Social Care \(Self-directed Support\) \(Scotland\) Act 2013](#)



## 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. 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 through the delayed discharge path. 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.

## TIMELINE: KEY MILESTONES

13/14

17/18

22/23

- Communities develop local solutions and social networks to enable older people to remain active and sustain independent living

<ul style="list-style-type: none"> <li>• Participation in shadow pathfinder board for Integrated Health and Social Care Partnership</li> <li>• Fully integrated care team model to support the planning of services for older people in Highland Perthshire</li> <li>• Improved support for people with dementia in Highland Perthshire</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of joint commissioning strategy</li> <li>• Fully integrated care team model to support the planning of services for older people across Perth and Kinross</li> <li>• Improved support for people with dementia across Perth and Kinross</li> </ul>	<ul style="list-style-type: none"> <li>• Fully integrated and seamless provision of health and social care integration services for older people</li> <li>• Resources shifted from residential to community care services</li> </ul>
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## PERFORMANCE INDICATORS

Indicator/s	Lead partner (source)	Baseline			Targets		
		11/12	13/14	17/18	22/23		
<b>Older people are independent for longer</b>							
% of older people aged 65+ who live at home	PKC	97% (2012/13)	98%	98%	98%	98%	98%
No. of older people aged 65+ receiving free personal care at home	PKC	1,164	TBC	TBC	TBC	TBC	TBC
No. people delayed more than 14 days in hospital	NHS	6	0	0	0	0	0
Rate of emergency inpatient bed days for people aged 75+ per 1,000 population	NHS	317	317	279	279	279	279
% of people newly diagnosed with dementia which have had 12 months post-diagnostic support	NHS	To be established 2014					

\* Targets to be reviewed following assessment of impact of reablement.

## SUPPORTING STRATEGIES

- [Joint Commissioning Strategy – Older People](#)
- [Social Care \(Self-directed Support\) \(Scotland\) Act 2013](#)



**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, Keep 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.

**TIMELINE: KEY MILESTONES**

13/14

17/18

22/23

- People have improved health and wellbeing, resulting in more people living in good health for longer, with reduced health inequalities

<ul style="list-style-type: none"> <li>• Drumhar multi-agency health and social care support for people living in central Perth</li> <li>• Deprived communities are targeted through strengthened localities approach to planning and delivering services</li> </ul>	<ul style="list-style-type: none"> <li>• Schools programmes in place to address the conditions leading to health inequalities</li> <li>• Reduce health inequalities for homeless people by expanding health and nutrition project</li> <li>• Reduced fuel poverty in social and private sector households by maximising income and through measures to reduce energy consumption</li> </ul>	<ul style="list-style-type: none"> <li>• Homeless presentations are reduced through prevention and helping those in priority need</li> <li>• People are supported to quit smoking and reduce alcohol consumption</li> <li>• Active and healthier lifestyles through weight management and sport and active recreation programmes to reduce obesity and in-activity</li> </ul>
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## PERFORMANCE INDICATORS

Indicator/s	Lead partner (source)	Targets		
		Baseline 11/12	13/14	17/18 22/23
<b>Longer, healthier lives for all</b>				
Number of attendances at sport and active recreation activities	PKC	1,374,659	+1%	+1%
% of smoking population in areas of less affluence who quit at 1 month of receiving community smoking cessation services	NHS	To be established	2013	13
Reduce alcohol related hospital discharges	NHS	681	681	647
Life expectancy (years):	NHS	82 (2008/10)	82.2	84
Women		78 (2008/10)	78.2	81
Men			79.3	
Increase the proportion of people diagnosed and treated in the first stage of breast, colorectal and lung cancer	NHS	To be established	2014	Increase by 25%
The total number of households who have presented to the Council as homeless	PKC	977	882	796
% increase of programme members attending Keep Well health checks cumulative per year	NHS	34% (2012/13)	46%	60%
% households in fuel poverty	PKC	30% (2010/11)	29%	25%

## SUPPORTING STRATEGIES

- [Fuel Poverty Statement \(June 2011\)](#)
- [Homelessness Strategy \(2013 – 2014\)](#)
- [NHS Tayside Health Equity Strategy \(2010\)](#)
- [Sports & Active Recreation in Perth & Kinross 'A Framework for Delivery'](#)
- [Tactran Delivery Plan](#)
- [Tactran Regional Transport Strategy \(2008-2023\)](#)

# 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 and 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.

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. Increasing global temperatures bring changes in weather patterns, rising sea levels and more frequent and severe storms. Perth and Kinross is no stranger to severe weather events and we will continue to lead by example in tackling climate change.

The Scottish House Condition Survey Local Authority Report 2009-2011 reported that 30% 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 contribute towards the development and implementation of waste prevention actions included in Scotland's Zero Waste, 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 100 new publicly subsidised houses per year.

## TIMELINE: KEY MILESTONES

13/14

17/18

22/23

- Promote access to our unique natural environment through high quality sports, active recreation and cultural programmes

<ul style="list-style-type: none"> <li>Start the redevelopment of Perth Theatre</li> <li>Deliver the Creative Place programme to support local artists and creative industries</li> <li>Introduction of a range of home energy efficiency initiatives including 'Green Deal' in Perth and Kinross</li> </ul>	<ul style="list-style-type: none"> <li>Deliver high quality sports and cultural programmes and develop sustainable new sports facilities, through our multi-agency Legacy Plan</li> <li>Enhanced and protected natural and built environment through planning frameworks that support sustainable development and design</li> </ul>	<ul style="list-style-type: none"> <li>Reduced carbon foot print within Perth and Kinross by reducing the carbon emissions and working with communities to maximise their uptake of energy reduction initiatives</li> </ul>
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## PERFORMANCE INDICATORS

Indicator/s	Lead partner (source)	Baseline		Targets	
		11/12	13/14	17/18	22/23
<b>Attractive, welcoming environment</b>					
Number of buildings registered as at risk	PKC	96	96	96	93
Number of households and businesses taking up the Green Deal or ECO scheme	PKC	To be established 2014			12,000
% of municipal waste collected that is recycled or composted	PKC	49.9	50	57	65
Identification of effective housing land supply (units)	PKC	10,679 (2012/13)		6,930*	
Number of affordable houses built	PKC	157	100	100	100
Council housing stock that is energy efficient (%)	PKC	76.7	83.2	100	100
Emissions from public sector organisations (tonnes CO <sub>2</sub> )	ALL	32,206.2		5% annual reduction	
Total domestic energy consumption for Perth and Kinross area (kWh)	PKC	9,318 (2009)		3% annual reduction	

\* The baseline of 10,679 is attributable to the publication of the Proposed Local Development Plan which brings a range of new sites on stream. It is anticipated that the peak of availability in the new Proposed Local Development Plan will settle back to 6790 units availability going forward.

## SUPPORTING STRATEGIES

- [Fuel Poverty Statement \(June 2011\)](#)
- [Local Development Plans](#)
- [Local Housing Strategy \(2011 – 2016\)](#)
- [Perth and Kinross Council Corporate Energy Management and Conservation Policy](#)
- [Perth and Kinross Local Climate Impact Profile](#)
- [Tactran Delivery Plan](#)
- [Tactran Regional Transport Strategy \(2008-2023\)](#)
- [TAYplan's Strategic Development Plan 2012-2032](#)
- [Waste Management Plan \(2010 – 2025\)](#)



## 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.

## TIMELINE: KEY MILESTONES

13/14	17/18	22/23
<ul style="list-style-type: none"> <li>Implementation of the first Local Police and Fire Plans for Perth and Kinross</li> <li>New Tayside Intensive Support Service in place to support people who are prolific offenders supporting alcohol and dependency</li> <li>Introduction of multi-member ward plans for 12 wards in Perth and Kinross – Communities make priorities known to local officers</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Alcohol and Drugs Partnership looking at a range of responses around intervention, prevention and recovery</li> <li>Local resilience plans are in place to support communities in emergency situations</li> <li>Significant reduction in women offenders as a result of targeted support</li> </ul>	<ul style="list-style-type: none"> <li>Residents feel safe in their communities</li> <li>A9 Road improvements to help people stay safe</li> <li>Reductions in domestic violence incidents and anti-social behaviour</li> </ul>



## PERFORMANCE INDICATORS

Indicator/s	Lead partner (source)	Baseline	Targets		
			13/14	17/18	
<b>Resilient, responsible and safe communities</b>					
% of residents who feel safe in their communities	PS	69	70	75	80
% of adults giving time to volunteer in the last 12 months	PKC	37	Exceed national average		
Rates of re-offending across Perth and Kinross against all categories (%)	PKC	28.5 (2009/10)	28	25	20
Reported crime levels (Groups 1 – 4: violence, dishonesty, indecency, vandalism)	PS	3977	To be established 2014		
Reported crime levels (Groups 1 – 4: violence, dishonesty, indecency, vandalism) – alcohol related	PS	459	To be established 2014		
Number of fire related injuries	SFRS	25	24	18	12
Number of fire related injuries – alcohol related	SFRS	7	6	4	2
Home Safety Visits	SFRS	4,856	4,411*	5,250	6,000

\* The target for 2013/14 is based on the same target as 2011/12. Although performance against this target was exceeded during 2011/12, a change in methodology means that 4,411 home safety visits continues to be relevant for 2013/14.

## SUPPORTING STRATEGIES

- [Alcohol & Drugs Partnership Strategy \(Draft\) \(2012 – 2015\)](#)
- [Perth and Kinross Local Fire and Rescue Plan \(2013 – 2014\)](#)
- [Perth and Kinross Local Policing Plan \(2013 – 2014\)](#)
- [Tactran Delivery Plan](#)
- [Tactran Regional Transport Strategy \(2008-2023\)](#)
- [Tayside Community 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.

## TIMELINE: KEY MILESTONES

13/14	17/18	22/23
<ul style="list-style-type: none"> <li>Risk assessments carried out in relation to all child concern and adult concern reports with appropriate prevention and intervention strategies</li> <li>Repeat callers reduced with implementation of electronic monitoring system</li> <li>Hate Incident Partnership to establish new ways of reaching the standards of keeping people safe</li> </ul>	<ul style="list-style-type: none"> <li>Staff across frontline public services are aware of and recognise the signs of vulnerability</li> <li>Initiatives in place to help protect women from violence</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerable people in our communities are identified and supported to keep safe</li> <li>Home safety visits are targeted to the most vulnerable</li> </ul>

## PERFORMANCE INDICATORS

Indicator/s	Lead partner (source)	Baseline	Targets		
		11/12	13/14	17/18	22/23
<b>People in vulnerable circumstances are protected</b>					
Detection Rate – Domestic abuse (%)	PS	75.3	84	To be established 2014	
Detection rate – sexual offences (%)	PS	73.4	81	To be established 2014	
Detection levels for hate crimes (%)	PS	56.3	71	To be established 2014	
No. of hospital admissions of over 65s as a result of unintentional injury in the home (per 100,000)	NHS	1,549 (2010/11)	1466	1428	1,390
Number of children killed or seriously injured on roads	PS	3	2	1	0

## SUPPORTING STRATEGIES

- [Adult Support and Protection Multiagency Guidelines](#)
- [Perth and Kinross Local Fire and Rescue Plan \(2013 – 2014\)](#)
- [Perth and Kinross Local Policing Plan \(2012 – 2015\)](#)
- [Perth & Kinross Violence Against Women Strategy \(2010 – 2013\)](#)

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 CPP. 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 CPP 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 progressively 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 CPP 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.

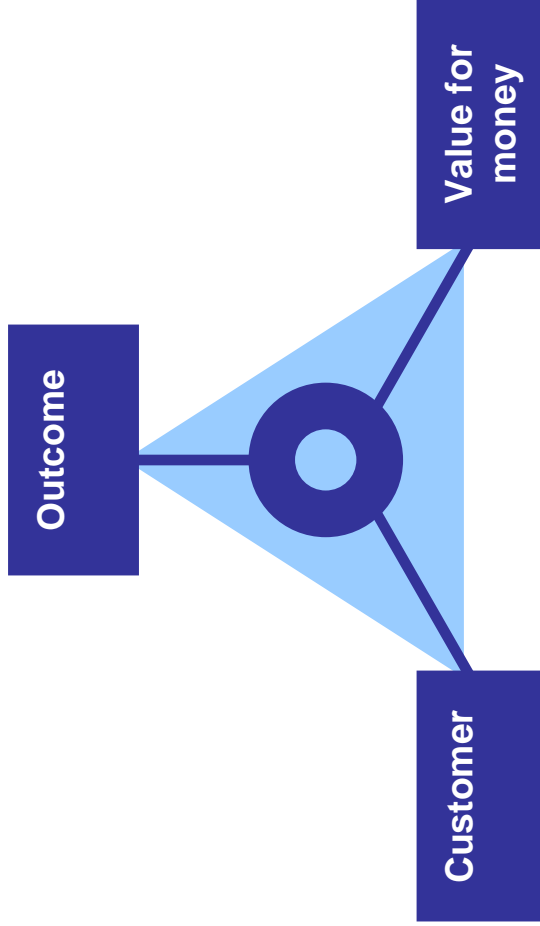
Underpinning this plan we have a number of themed and partner delivery plans which take forward the priority themes and local outcomes in more operational detail. At this level effective performance management arrangements are also in place as a partnership and as individual organisations.

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:

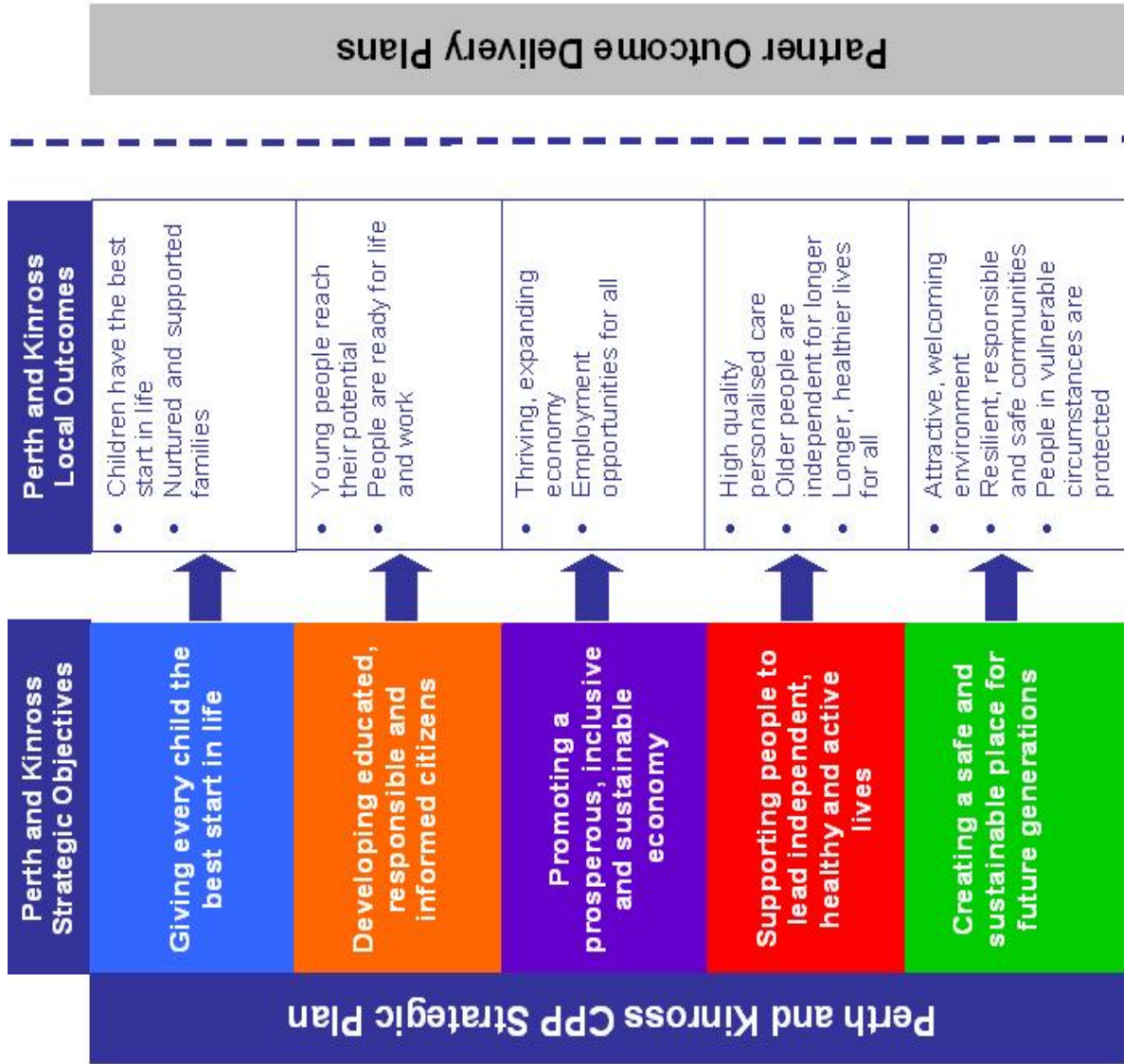
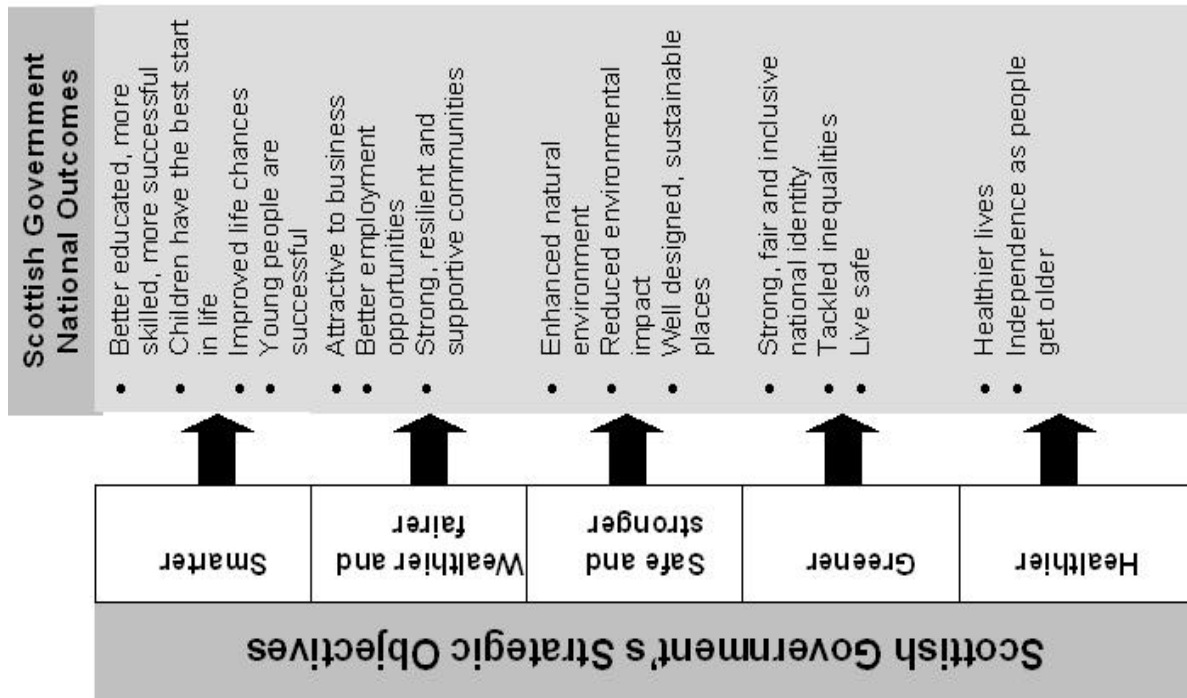


<b>OUTCOMES</b>	How well do we deliver on outcomes?	Improvement in performance and meeting statutory duties
<b>CUSTOMER</b>	How well do we support individuals and communities?	Impact on customers and communities
<b>QUALITY, EFFICIENCY, COST</b>	How well do we improve the quality of our work?	Strategic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

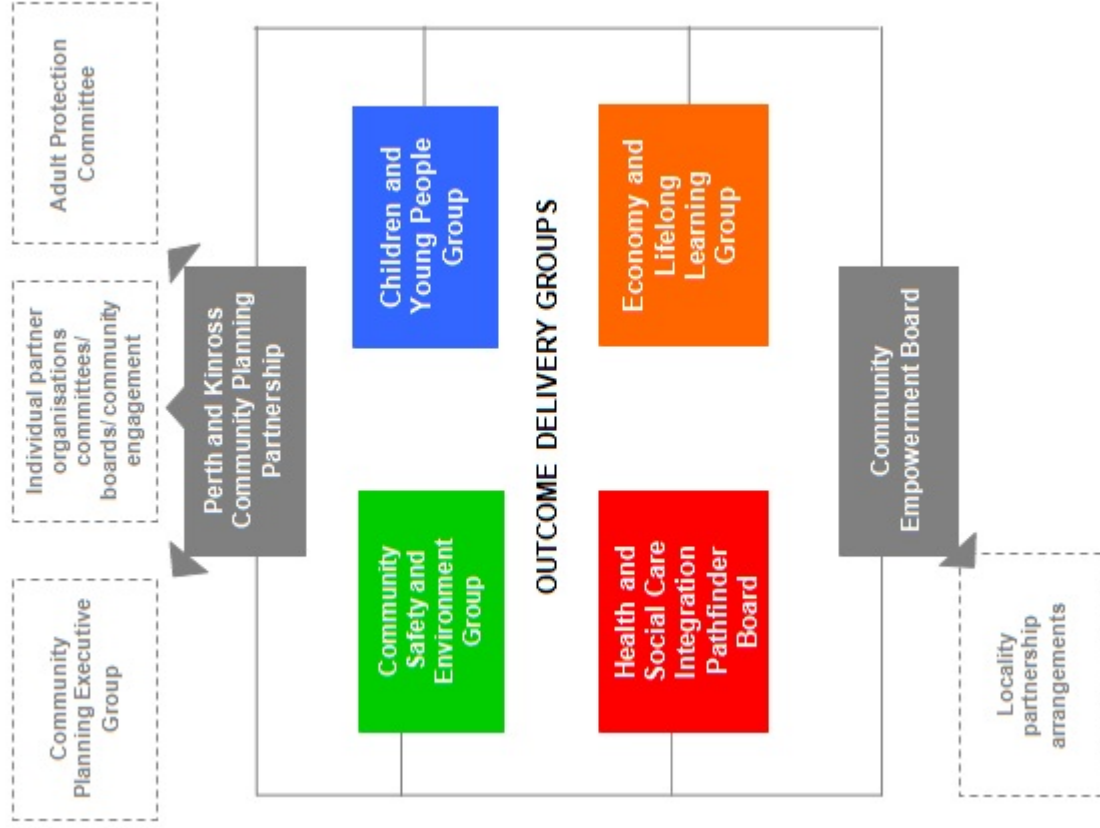
This approach has enabled us to assess our state of readiness to meet internal and external challenges and identify improvement areas. It also ensures we have a benchmark against which to measure our improvements over the forthcoming years.

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 CPP 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 CPP 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 Empowerment Board will feed into the Perth and Kinross Community Planning Partnership and support the Outcome Delivery Groups to deliver local outcomes. The role of the Communities Empowerment Board will be to ensure that people and communities are fully involved in decisions about public services and that our workforce has the skills required to work with communities. The core functions of the board will be to challenge, support and improve the collective arrangements of the CPP in engaging communities. The board will form a strategic link with our communities to ensure effective engagement with people and communities is at the heart of Community Planning in Perth and Kinross. This link will ensure that the views of communities are considered at an early stage of decision making and 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 working together with communities is an underlying principle of this 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 re-offending. 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 lessen 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
- Ensuring our workforce has the skills required to work with communities

### **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
- Making better use of available research and evidence to improve understanding of performance
- Providing tangible evidence that collective services are having a positive and significant impact on people's lives

## **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 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, 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 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 CPP 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

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
Children have the best start in life				
Nurtured and supported families				
Young people reach their potential				
People are ready for life and work				
Thriving, expanding economy				
Employment opportunities for all				
High quality personalised care				
Older people are independent for longer				
Longer, healthier lives for all				
Attractive, welcoming environment				
Resilient, responsible and safe communities				
People in vulnerable circumstances are protected				

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

- Women smoking in pregnancy
- Weight management in pregnancy
- Avoidable stillbirths
- Development at 30 months
- Development at school start
- P1 free from dental disease
- Breastfeeding up to 10 days
- Severe obesity levels in P1 children
- Children reintegrated to mainstream
- Parenting programmes
- National assessment framework
- School estate suitability
- School leavers destinations
- Young people achieving awards
- Adults 16-64 with qualifications
- Interventions for young offenders
- More choices, more chances
- Self-directed support payments
- Carers satisfaction
- Service users satisfaction
- Drug and alcohol service users
- Suicide rate
- Older people receiving care at home
- Older people who live at home
- Emergency admissions for 75+
- People delayed in hospital
- Diagnosed dementia
- Attendances at sport activities
- Smoking cessation services
- Alcohol related hospital discharges
- Life expectancy
- Cancer treatments
- Homeless presentations
- Keep Well health checks
- New business 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
- Key sector employment
- Buildings registered as at risk
- Green deal households
- Public sector emissions
- Recycled or composted waste
- Identification of housing land
- Affordable houses built
- Re-offending
- Reported crime levels
- Alcohol related crimes
- Residents feeling safe
- Adults volunteering
- Home fire safety visits
- Fire injuries
- Alcohol related 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, The Scottish Fire and Rescue Service, Police Scotland, Perth College UHI, Scottish Enterprise (Regional Operations –Tayside), Perth and Kinross Association of Voluntary Services and the voluntary sector it represents, Skills Development Scotland, Tactran and other public agencies and partners.

*NHS Tayside*

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*Perth and Kinross Council*

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*Perth College UHI*

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*PKAVS*

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*The Scottish Fire and Rescue Service*

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*Police Scotland*

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*Scottish Government*

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*Scottish Enterprise*

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*Skills Development Scotland*

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*Tactran*

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