

## PERTH AND KINROSS COUNCIL

## SCRUTINY COMMITTEE

13 SEPTEMBER 2017

## THE COUNCIL'S BUSINESS PLAN – ANNUAL PROGRESS REPORT

Depute Chief Executive and Chief Operating Officer

The [Business Plan](#) for Perth and Kinross Council was created to ensure we are fit for purpose to meet the significant challenges facing local government, and to ensure we are organised to deliver the best outcomes for our communities.

This report provides an update on year one actions of the Business Plan (Appendix 1) for consideration by the Scrutiny Committee. The report was approved by the Council on 28 June 2017.

## 1. BACKGROUND

- 1.1 The Council operates under a robust strategic planning framework, set out in the existing [Community Plan](#) (2013 - 2023) and the [Corporate Plan](#) (2013 - 2018). With the accelerating pace of change – especially over the last two to three years – there is an increasing recognition that we need to reflect upon our strategic planning arrangements, to ensure the organisation remains fit for purpose.
- 1.2 Although the Community Plan and Corporate Plan set out our priorities for the area, i.e. “what we are going to do”, there is a need to refocus on “how” we are going to achieve this – particularly around the actions we need to work on collectively - and the support we require corporately, to make the organisation fit for purpose. A refreshed strategic [Business Plan](#) was approved by Council ([Report No 16/283](#)) on 22 June 2016. This sets out how we achieve sustainability and consistency across the organisation, and is a driver to deliver our Community Plan and Corporate Plan objectives. It fits within the Council's strategic planning framework, as indicated in Figure 1, below:

**Figure 1 – The Business Plan sits as part of the Strategic Planning Framework for the Council supporting the Community Plan and influencing Service and Team Planning**



- 1.3 Our Business Plan reflects the Audit Scotland principles – the requirement for pace, depth and continuity of improvement in our approach; effective governance and scrutiny arrangements; focus on quality of service to the public; and delivery of outcomes. It is designed to:
- Explain our journey of change, and how the Council will continue to secure positive outcomes for people and communities, within the context of public service reform, increasing demand and reducing budgets.
  - Address our approach to other influences on our business approach including new models of service delivery, locality planning, collaborative working and strategic partnerships such as the Tay Cities Deal.
  - Set out our approach to the reshaped workforce, the Fair Work agenda, and future workforce planning.
  - Detail the next steps in our approach to transformation and organisational development.
  - Act as a ‘Business Management and Improvement Plan (BMIP)’ for Corporate and Democratic Services and other corporate functions.
  - Set out development actions arising from the Plan, and lead responsibilities for their delivery.
- 1.4 The layout for the Business Plan is based around the Audit Scotland Best Value characteristics to give a rigour to the Plan to allow us to clearly demonstrate the level of achievement with our Best Value statutory requirements and what more we need to do. The Best Value characteristics are:
- Vision and Strategic Direction
  - Partnership and Community Leadership
  - Community Engagement
  - Governance and Accountability
  - Performance Management and Improvement
  - Use of Resources
- 1.5 For each of these Best Value Characteristics, the Business Plan sets out:
- “Our Story so Far” – what we have achieved
  - “Next Steps” – our proposals for improvement
  - “By 2020 we will” – a statement of intent for the organisation
- 1.6 This report was approved by Council on 28 June 2017.

## 2. PROPOSALS

- 2.1 The Business Plan incorporates a Development Plan for each year of the plan and this report details progress against year one. Progress against those actions and the Red, Amber, Green status for each action are shown in Appendix 1.
- 2.2 Eighteen of the agreed actions have a green status, seven are amber and no actions are at red status. Explanations for those actions at amber are given in Appendix 1.
- 2.3 Our dynamic environment and evolving circumstances mean that the Business Plan will need to be updated to reflect developments such as:
- The Fairness Commission ([Report No 17/175](#)).
  - The [revised Community Plan](#) which is currently being developed.
  - Collaborative working such as the Tay Cities Deal and Integrated Children's Service planning with neighbouring councils.
  - Direction from Audit Scotland in their report, [Local Government in Scotland, Performance and Challenges 2017](#). The Council's position in relation to this report was reported to Council ([Report No 17/177](#)) on 26 April 2017.
- 2.4 A series of engagement will take place with staff and Elected Members to help shape the revised Business Plan, and it is anticipated that these revisions to the Business Plan will be reported to Council early in 2018.

## 3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The Business Plan incorporates a three year development plan and this report shows good progress against year one actions (Appendix 1). Where progress is not as originally intended, measures have been undertaken to complete the actions.
- 3.2 It is recommended that the Scrutiny Committee considers the update to year one of the Development Plan.

### Authors

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**Approved**

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1 Strategic Implications

#### Community Plan/Single Outcome Agreement

- 1.1 The proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement.

#### Corporate Plan

- 1.2 The Council's Corporate Plan 2013 – 2018 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. The report supports all the strategic objectives.

### 2 Resource Implications

#### Financial

- 2.1 None.

#### Workforce

- 2.2 None.

Asset Management (land, property, IT)

2.3 None.

**3. Assessments**

Equality Impact Assessment

3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

3.2 None.

Strategic Environmental Assessment

3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

3.4 None.

Sustainability

3.5 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.

3.6 None.

Legal and Governance

3.7 None.

Risk

3.8 None.

**4. Consultation**

Internal

4.1 The Head of Democratic Services, the Head of Legal and Governance, the Head of Finance and Support Services, the Corporate Human Resources Manager and the Corporate Strategy and Organisational Development Manager, have been consulted in the preparation of this report.

External

4.2 None.

**5. Communication**

5.1 None.

**2. BACKGROUND PAPERS**

- Perth and Kinross Council Business Plan 2016 - 2019 (Report No 16/283).
- The Fairness Commission ([Report No 17/175](#)).
- Revised Community Plan (being developed online).
- Audit Scotland: Local Government in Scotland, Performance and Challenges 2017.
- Audit Scotland's Report: Local Government in Scotland, Performance and Challenges 2017 ([Report No 17/177](#)).

**3. APPENDICES**

- Appendix 1 – Building Ambition: Our Business Plan 2016 - 2019, Development Plan (Year One).