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Council Building
The Atrium
137 Glover Street
Perth
PH2 0LQ

Thursday, 15 September 2016

A Meeting of the **Scrutiny Committee** will be held in the **Hay Room, Dewars Centre, Glover Street, Perth, PH2 0TH** on **Wednesday, 21 September 2016** at **14:00**.

If you have any queries please contact Committee Services on (01738) 475000 or email Committee@pkc.gov.uk.

BERNADETTE MALONE
Chief Executive

Those attending the meeting are requested to ensure that all mobile phones and other communication devices are in silent mode.

Members:

Councillor Barbara Vaughan (Convener)
Councillor Kathleen Baird (Vice-Convener)
Councillor Dave Cuthbert
Councillor Dave Doogan
Councillor John Flynn
Councillor Alistair Munro
Councillor Anne Younger

Scrutiny Committee

Wednesday, 21 September 2016

AGENDA

MEMBERS ARE REMINDED OF THEIR OBLIGATION TO DECLARE ANY FINANCIAL OR NON-FINANCIAL INTEREST WHICH THEY MAY HAVE IN ANY ITEM ON THIS AGENDA IN ACCORDANCE WITH THE COUNCILLORS' CODE OF CONDUCT.

- 1 WELCOME AND APOLOGIES/SUBSTITUTES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTE OF MEETING OF THE SCRUTINY COMMITTEE OF 15 JUNE 2016 FOR APPROVAL AND SIGNATURE 5 - 10**
- 4 MATTERS ARISING**
- 5 SIXTH SCRUTINY REVIEW: PLANNING ENFORCEMENT 11 - 46**
Report by Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (copy herewith 16/397)
- 6 SEVENTH SCRUTINY REVIEW - 'ROLE OF SCRUTINY IN A CHANGING WORLD' 47 - 50**
Report by Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (copy herewith 16/398)
- 7 PERTH AND KINROSS COUNCIL BUSINESS PLAN 2016-2019 51 - 76**
Report by the Senior Depute Chief Executive (Equality, Community Planning and Public Service Reform) (copy herewith 16/399)

IT IS RECOMMENDED THAT THE PUBLIC AND PRESS SHOULD BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEM(S) IN ORDER TO AVOID THE DISCLOSURE OF INFORMATION WHICH IS EXEMPT IN TERMS OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973

- P1 MINUTE OF MEETING OF THE SOCIAL WORK COMPLAINTS REVIEW COMMITTEE OF 27 MAY 2016**
- Exempt Reason 1 - Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office holder, former office holder or applicant to become an office holder under the authority.

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SCRUTINY COMMITTEE

Minute of meeting of the Scrutiny Committee held in the Gannochy Suite, Dewar's Centre, Glover Street, Perth on Wednesday 15 June 2016 at 2.00pm.

Present: Councillors B Vaughan, D Doogan, J Flynn, M Roberts (substituting for Councillor A Stewart) and A Younger.

In Attendance: B Renton and C Jolly (both the Environment Service); S Devlin, D Stokoe, P McAvoy (up to and including Art), S Johnston (up to and including Art) and P Davison (all Education and Children's Services); L Cameron (up to and including Art ...), A Taylor, C Hendry, L Brady (up to and including Art ...) and L Sinclair (up to and including Art ...) (all Housing and Community Care); G Taylor, L Simpson, K Donaldson and S Hendry (all Corporate and Democratic Services); K McNamara, Head of Strategic Commissioning and Organisational Development.

Apologies for Absence: Councillors A Stewart, D Cuthbert and A Munro.

Councillor B Vaughan, Vice-Convener, Presiding

. **WELCOME AND APOLOGIES / SUBSTITUTES**

The Convener welcomed all those present to the meeting and apologies / substitutes were noted as above.

. **DECLARATIONS OF INTEREST**

There were no Declarations of Interest made in terms of the Councillors' Code of Conduct.

. **MINUTE OF PREVIOUS MEETING**

The minute of meeting of the Scrutiny Committee of 20 April 2016 (Arts. 310-319) was submitted, approved as a correct record and authorised for signature.

. **MATTERS ARISING**

There were no matters arising.

. **EDUCATION AND CHILDREN'S SERVICES JOINT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2016/17 AND ANNUAL PERFORMANCE REPORT 2015/16**

There was submitted a report by the Director (Education and Children's Services) (16/225) presenting the Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16 for Education and Children's Services.

It was noted that the report had been approved by the Lifelong Learning Committee on 25 May 2016.

In response to a question from Councillor Doogan regarding the total number of children and young people with part-time timetables, P McAvoy confirmed that these were used as a short term option to support any learning needs with the desired outcome being a return to a full-time timetable.

With reference to key performance indicators on attainment figures outlined in Report 16/225, Councillor Doogan asked if Education and Children's Services had a view on whether the national reduction in the educational maintenance allowance was impacting on secondary school opportunities. P McAvoy commented that in general, more young people were remaining in school for 4th, 5th and 6th year for both academic and vocational opportunities. Councillor Doogan suggested that a broader discussion take place around this subject, and Councillor Vaughan suggested that an item be included on the agenda for a future meeting of the Lifelong Learning Committee.

Resolved:

Education and Children's Services Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16, as detailed in the Appendices to Report 16/225, be accepted.

THE ENVIRONMENT SERVICE JOINT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN AND ANNUAL PERFORMANCE REPORT

There was submitted a report by Director (Environment) (16/238) presenting the Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16 for the Environment Service.

It was noted that the report had been approved by the Environment and Enterprise and Infrastructure Committees on 1 June 2016, and the Community Safety Committee on 8 June 2016.

Councillor Doogan asked for an explanation as to the sharp rise in the percentage of Scottish average monthly earnings in 2015/16 and also queried the sample size of the survey. P Davidson confirmed that the sample size was 1% from HMRC PAYE records. B Renton commented that this was a sample survey and would require to be monitored over the next few years before a trend could be confirmed.

With reference to the number of houses built in Perth and Kinross, Councillor Doogan queried why the 2015/16 figure was not available. B Renton confirmed the number was 634.

Following a query by Councillor Vaughan on the Council's Risk Management Strategy and matrix and the circumstances around the identified risks, B Renton agreed to circulate more details to members.

Resolved:

The Environment Service Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16, as detailed in Appendix 1 to Report 16/238, be accepted.

HOUSING AND COMMUNITY CARE JOINT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN AND ANNUAL PERFORMANCE REPORT

There was submitted a report by the Director (Housing and Social Work) (16/232) presenting the Joint Business Management and Improvement Plan 2016/17 and Annual Performance Report 2015/16 for Housing and Community Care.

It was noted that the report had been approved by the Housing and Health Committee on 25 May 2016 and the Community Safety Committee on 8 June 2016.

In relation to the number of families with children presenting as homeless in 2015/16, Councillor Vaughan asked if there was any more that the Council could do to address this trend. L Cameron confirmed that any individual could present as homeless, and it was then up to the Council to assess the position and look at the options available.

With reference to preventing and reducing rent arrears and the local improvement targets designed for staff in each team to intervene at an early stage, and following a query from Councillor Vaughan on the sharing of good practice, L Cameron confirmed that there was good networking and sharing of initiatives across all teams.

In relation to the percentage of people living at home who are over the age of 65 requiring no further service following reablement, Councillor Vaughan asked what measures were being taken to stop isolation and encourage befriending. L Cameron confirmed that as well as dementia cafes and befriending schemes, work also took place with the third sector to offer support.

Resolved:

Housing and Community Care Joint Business Management and Improvement Plan 2015/16 and Annual Performance Report 2014/15, as detailed in the Appendix to Report 16/232, be accepted.

CORPORATE AND DEMOCRATIC SERVICES ANNUAL PERFORMANCE REPORT 2015/16

There was submitted a report by the Depute Chief Executive, HCC (Corporate and Community Development Services) and Chief Operating Officer (16/265) presenting the Annual Performance Report 2015/16 for Corporate and Democratic Services.

It was noted that the report had been approved by the Strategic Policy and Resources Committee earlier in the day.

Councillor Flynn made reference to the range of measures that had been introduced over 2015/16 to aid the recruitment of teachers in response to a national shortage. S Devlin informed the Committee that the expenses paid for relocation had assisted in successful recruitment. Following a query from Councillor Vaughan on the Learn to Teach initiative, K Donaldson agreed to share further information with the Committee on figures relating to both internal and external recruitment.

With reference to the increase in sickness absence days per employee, and with particular reference to teachers, Councillor Doogan queried both the reasons behind this and the change in assessment method. K Donaldson and S Devlin reported that a number of factors were involved, including mental health, and that individual cases were monitored closely, as they were across the Council, with preventative actions put in place where possible. K Donaldson also informed the Committee that the Council's software system that allowed staff to input sickness information on-line required a working pattern for the system to calculate detailed information in terms of the assessment method. There was also now a national group to examine performance indicators.

Following a query from Councillor Doogan on the percentage of Civic Licenses issued within six weeks of the application and whether the target was realistic, L Simpson agreed to circulate more information to the Committee as some of the individual cases were complex and time consuming.

Resolved:

Corporate and Democratic Services Annual Performance Report 2015/16, as detailed in the Appendix to Report 16/265, be accepted.

ANNUAL GOVERNANCE STATEMENT

There was submitted a report by the Head of Legal and Governance Services (16/274) seeking approval of the Annual Governance Statement for the financial year 2015/16 which provided assurance as to the effectiveness of the Council's governance framework and in particular the system of internal control.

In terms of the scope of the Governance Statement to cover the four organisations that are included in the Council's Group Accounts, it was agreed that the Scrutiny Committee should invite representatives or request reports from these organisations to be brought to the Committee as and when it was felt necessary in terms of scrutiny of performance.

Resolved:

- (i) The Annual Governance Statement 2015-2016, as detailed in the Appendix to Report 16/274, be approved.
- (ii) The Head of Legal and Governance Services be requested to progress the governance issues as set out in Sections 3.2 and 3.3 of Report 16/274.

FOI PERFORMANCE REPORT 2015

There was submitted a report by the Head of Legal and Governance Services (16/275) providing an overview of the Council's performance in relation to requests for information under the Freedom of Information (Scotland) Act 2002 for the year 2015. This information is currently reported annually on the basis of calendar year.

Resolved:

- (i) The Council's performance in respect of processing requests under the Freedom Of Information (Scotland) Act continues to be very good and is above target for 2015.
- (ii) The Freedom Of Information (Scotland) Act helps to provide an assurance of openness and transparency to the public in their dealings with the Council and that it is essential that this service continues to operate to a high standard.
- (iii) The annual reporting cycle would move from calendar year basis to financial year basis to align with other performance reporting, be noted.

GOVERNANCE AND SUPPORT OF THE COUNCIL'S TRANSFORMATION PROGRAMME

There was submitted a report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development) (16/269) proposing a new governance arrangement to meet the evolving requirements of the Council's Transformation Programme (2015-2020).

It was noted that Report 16/269 had been agreed by the Strategic Policy and Resources Committee earlier in the day.

Resolved:

- (i) The governance proposals for the Transformation Programme and supporting roles and responsibilities, as detailed in Report 16/269, be noted.
- (ii) A review of the governance arrangements be carried out after six months, to assess their fitness for purpose.

PERTH AND KINROSS COUNCIL

Scrutiny Committee

21 September 2016

SIXTH SCRUTINY REVIEW: PLANNING ENFORCEMENT

Report by the Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development)

This report introduces the Sixth Scrutiny Review which was undertaken in relation to the activities of the Council's Planning Enforcement Service. The review details the work undertaken to investigate the Service provided and makes recommendations on areas for improvement.

1 BACKGROUND

- 1.1 Scrutiny Reviews form an important part of the work undertaken by the Scrutiny Committee. They provide an opportunity for the Scrutiny Committee to undertake an in-depth investigation into a specific area of Council business.
- 1.2 The selection of the topic for this review followed the procedure set out in the Scrutiny Guide 2014 ([report 14/261](#)). This involved all Elected Members and the Executive Officer Team being asked to propose topics which they felt may benefit from such a review.
- 1.3 The decision to select "Planning Enforcement" as the topic for this review was based on the potential for the review to result in recommendations for change that would deliver measurable improvements. This decision was reported to the Scrutiny Committee on 2 December 2015 ([Report 15/550](#)).

2 RECOMMENDATIONS

- 2.1 The Scrutiny Committee is asked to approve the content of the attached report.

Author

Name	Designation	Contact Details
Chris Jolly	Team Leader – Strategic Planning, Improvement and Risk	Telephone: 01738 475000 E-mail TESCommitteeReports@pkc.gov.uk

Authorised

Name	Designation	Date
Jim Valentine	Depute Chief Executive Environment (Sustainability, Strategic and Entrepreneurial Development)	19 August 2016

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1.1 Strategic Implications

This report supports the delivery of the Strategic Objectives within Community Plan/ Single Outcome Agreement 2013-23 and Corporate Plan 2013-18.

1.2 Consultation

The Scrutiny Review Group, the Convenor of the Scrutiny Committee, the Head of Legal and Governance Services and the Head of Democratic Services have been consulted in the preparation of this report.

2. BACKGROUND PAPERS

- 2.1 - Guide to Scrutiny at Perth and Kinross Council 2014 ([report 14/261](#))
 - Sixth Scrutiny Review: Planning Enforcement ([report 15/550](#))

3. APPENDICES

- 3.1 Appendix 1 – Scrutiny Review – Planning Enforcement 2016



REPORT – July 2016

SCRUTINY REVIEW

PLANNING ENFORCEMENT

2016

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Membership of the Scrutiny Committee

- Councillor A Stewart (Convener)
- Councillor B Vaughan (Vice Convener)
- Councillor D Cuthbert
- Councillor D Doogan
- Councillor J Flynn
- Councillor A Munro
- Councillor A Younger

Officers providing support

- Keith McNamara, Head of Strategic Commissioning and Organisational Development, (previously Paul Graham)
- Christopher Jolly, Team Leader (previously Michelle Cochlan)
- Ryan Laurenson, Project Officer
- David Littlejohn, Head of Planning and Development
- Nick Brian, Development Quality Manager
- Brian Stanford, Team Leader (Householder Applications, Enforcement & Technical Support)
- Paul Kettles, Planning Enforcement Officer
- Geoff Fogg, Legal manager
- Kim Brown, Performance & Risk Officer

As convener of the Scrutiny Committee, I would like to introduce this report on the sixth Scrutiny Committee Review, which is of Planning Enforcement, and to acknowledge the time given by the Scrutiny Committee members in carrying out this review. I wish to thank the elected members, Council officers, developers and community representatives who participated in the review. I acknowledge the support which has been provided by officers from our Corporate and Democratic Service and The Environment Service for which I am again grateful.

Scrutiny reviews are an important element of the overall approach to governance and improvement at Perth and Kinross Council. The Scrutiny Committee carries out these reviews to support improvement, stimulate change and improve performance across the Council. We select topics based on the potential for the review to result in recommendations for change that will deliver measurable improvements.

Topics for review may be identified by considering the following: audit reports; performance management reports; information gathered via surveys and feedback mechanisms; issues raised by representative groups e.g. community councils, resident groups and community groups; issues raised by partner organisations; complaints; and issues raised directly by the public.

In 2015 the Development Quality Manager attended a meeting with planning consultants who regularly act for developers in Perth and Kinross. He told them that if their clients only ever undertook development after planning consent had been granted and always complied with the planning conditions imposed he would not need an enforcement officer. The reality is that there are three planning enforcement officers employed by the Council, each of whom has a full caseload. Having said this, the Review Group recognise that the vast majority of developers comply with the planning process.

This year we have welcomed the opportunity to conduct a review of the Council's planning enforcement work. In doing so, we have made some recommendations which we believe will improve the effectiveness of the work.

Councillor Alexander Stewart
Convener, Scrutiny Committee

1.1 Statutory Framework and Government Guidance

The enforcement of planning is a statutory process and the current legislation is contained in Part VI of the Town & Country Planning (Scotland) Act 1997. These powers have been amended over the years, most recently in the extensive reforms enacted by the Planning Etc (Scotland) Act 2006.

When carrying out enforcement work, planning authorities must have regard to the Scottish Government's guidance relating to planning enforcement which is contained in [Circular 10/2009](#)

The following provisions from the 1997 Act and the planning circular are worth highlighting:

In relation to enforcement notices, section 127(1) provides that the planning authority may issue such a notice where it appears to them –

That it is expedient to issue the notice, having regard to the provisions of the Development Plan and to any other material considerations.

In relation to the 'general approach to enforcement', the circular provides the following guidance:

“Nothing in this guidance should be taken as condoning any breach of planning law. Planning authorities have a general discretion to take enforcement action against any breach of planning control if they consider such action to be expedient, having regard to the provisions of the Development Plan and any other material considerations. When they are considering whether any particular formal enforcement action is an expedient remedy for unauthorised development, planning authorities should be guided by the following considerations:

- Planning authorities, under the provisions of the 1997 Act, have primary responsibility for taking whatever enforcement action may be necessary in the public interest, in their administrative area.
- Decisions in such cases, and any resulting action, should be taken without undue delay. Failure to do so could constitute grounds for a finding of maladministration by the Scottish Public Services Ombudsman.
- In considering any enforcement action, the planning authority, with regard to the Development Plan, should consider whether the breach of control would affect unacceptably either public amenity or the use of land and buildings meriting protection in the public interest.
- Enforcement action should always be commensurate with the breach of planning control to which it relates.”

Accordingly both the Act and the circular make it clear that planning enforcement is a discretionary activity in which regard must be given to the impact of the breach and the proportionality of any enforcement undertaken.

1.2 The Planning Charter

The most significant reform affecting planning enforcement introduced by the Planning Etc (Scotland) Act 2006 was the establishment of planning enforcement charters. It is now a requirement that planning authorities prepare an enforcement charter in which the following are set out:

- (a) A statement of the authority's policies as regards their taking enforcement action for the purposes of the 1997 Act,
- (b) An account of how members of the public are to bring any ostensible breach of planning control to the attention of the authority, and
- (c) An account –
 - (i) of how any complaint to the authority as regards the taking by them of enforcement action is to be made, and
 - (ii) of their procedures for dealing with any such complaint.

The planning authority must keep its enforcement charter under review and it must update and republish it whenever they think it appropriate to do so but, in any event, within two years after last publishing (or republishing) it. Perth and Kinross Council's present charter was approved for the second time in June 2014. A review of the charter is currently underway and will incorporate the outcomes of this Scrutiny Review.

The Scottish Government provided a template for enforcement charters and the [Perth and Kinross charter](#) largely follows this template.

1.3 Planning Enforcement Powers

The planning enforcement circular has 14 annexes, 11 of which explain the different forms of enforcement procedures contained in the 1997 Act, namely:

- Annex C – Notice requiring application for planning permission for development already carried out.
- Annex D – Planning Contravention Notices.
- Annex E – Rights of Entry (to ascertain, amongst other matters, whether there is or has been any breach of planning control and whether enforcement powers should be exercised).
- Annex F – Certificates of Lawful Use or Development.
- Annex G – Enforcement Notices.
- Annex H – Stop Notices.
- Annex I – Temporary Stop Notices.
- Annex J – Breach of Condition Notices.
- Annex K – Fixed Penalty Notices.
- Annex L – Interdicts to restrain breaches of planning control.
- Annex M – Land adversely affecting amenity of neighbourhood.

Two additional types of enforcement which are not evident from the above list but which are worth mentioning are:

- (i) The ability of the planning authority to take direct action to remedy a breach of planning control (the cost of which may be recovered from the responsible party);
- (ii) The right to report certain breaches to the Procurator Fiscal for prosecution.

These various forms of planning enforcement collectively comprise the statutory powers available for planning authorities. Scrutiny of any of the specific types of enforcement was not undertaken during this review as this was not considered necessary or practicable.

Special areas of responsibility normally undertaken by the planning authority's Planning Enforcement Officers under the same, or related legislation, are:

- (i) enforcement for listed buildings and conservation areas;
- (ii) the protection of trees;
- (iii) discharging local authority powers and obligations in relation to the High Hedges (Scotland) Act 2013.

1.4 Limitations of Planning Enforcement in Scotland

Planning enforcement is a highly regulated area. The Review Group recognises that the statutory powers available to officers may not always be sufficient to hold those responsible for breaches to account. Addressing issues with the legislation is outwith the remit of the Review Group, and the Group recognises that it is inappropriate to criticise officers, if the reason for enforcement action not being taken is the limitations of the statutory system.

For example, the maximum fixed penalty level which can be imposed is £2,000. This means that the cost of removing or reinstating unauthorised work, or of complying with the conditions of a planning consent, can be significantly greater than any penalty which the Council can impose. As such, some developers may conclude that there is little financial incentive to fulfil their planning obligations.

The period of the Committee's review has coincided with the Independent Review of Planning commissioned by the Scottish Government in September 2015. The Panel's findings were published on 31 May 2016 and the Scottish Government's initial response was published on 11 July 2016. It is interesting that a number of those who submitted responses in that review, including several from the development industry, criticised the enforcement powers and the limited sanctions available, and called for these to be strengthened. We are pleased to note that the Panel's report included the following recommendations:

"The Scottish Government should work with local authority enforcement officers to identify and/or remove any barriers to the use of enforcement powers."

“Innovative mechanisms to penalise negative behaviours and incentivise productive relationships..... should be explored. Examples include higher fees for retrospective applications.....”

2 TERMS OF REFERENCE

2.1 The following objectives and scope were discussed at the initial Review Group meetings held in September and October and they were approved by the Scrutiny Committee on 2 December 2015.

2.2 Objectives

- Examine public perception and consistency of the planning enforcement service;
- Explore and understand the intended outcomes of planning enforcement and effectiveness of the planning enforcement team in delivering these outcomes;
- Work with elected members and Council Officers to examine the effectiveness of internal communication around planning enforcement;
- Investigate other Councils’ experiences and practices with planning enforcement to identify best practice and opportunities for improvement;
- Ensure Councillors feel equipped to support members of the public.

2.3 The Scope of the Review

The review considered the nature and scale of planning enforcement activity. Wider aspects of the planning system were not considered unless they had a bearing on enforcement.

2.4 Methodology

The Scrutiny Committee followed the Scrutiny Review methodology set out in the Guide to Scrutiny at Perth and Kinross Council, 2014.

As part of our investigation we gathered evidence in a number of ways:

- (i) We conducted two surveys. The first survey was of Councillors of this Council. The aim was to gauge their level of knowledge, confidence and satisfaction in relation to planning enforcement. The second survey was a “stakeholder” survey. This sought opinions on planning enforcement within Perth & Kinross from diverse, and potentially opposing sources, namely developers, planning consultants, community councils and two civic trusts.
- (ii) The members of the Review Group questioned officers about their knowledge of and reasons for the planning enforcement practices, both within this Planning Service and practices which operate elsewhere. These questions were asked throughout the course of our meetings of a Planning Enforcement Officer, the Head of Planning and Development and other senior members of the Development Management Team.

- (iii) One Committee member attended a meeting of the Planning Users forum.
- (iv) Two of the officers supporting the Review, (but not involved in the Planning function) undertook an assessment of planning enforcement work by examining a cross-section of completed enforcement cases. These Officers determined the cases which would be looked at together with two additional cases suggested for consideration by one member of our Committee. Neither the Planning Enforcement Officers nor any other member of The Environment Service had any input to the cases which were selected.
- (v) Benchmarking information relating to the performance of all Scottish planning authorities was ingathered and the findings were assessed.

An account of these various sources of evidence is provided in the next section of this report.

- 2.5** The complete terms of reference are provided in Appendix 1 to this report; the full results of our benchmarking assessment are provided in Appendix 2; the survey of elected members is Appendix 3.

Did you know?

Complaints or enquiries about breaches of planning control are received at the approximate rate of one every working day. Every case has to be investigated and the Council's planning enforcement officers cover in excess of 10,000 miles each year while undertaking their duties.

3.1 STRUCTURE

The Scottish Government, through the Planning Performance Framework, now places great emphasis upon the speed of determining planning applications. The Scottish Government has delayed, but not removed, their right to impose financial penalties upon those authorities which fail to meet the national performance targets for determining planning applications. In contrast, no financial penalty applies to enforcement work. In these circumstances, the Review Group consider it is inevitable that planning officers would feel pressured to prioritise planning application work and would regard enforcement work as secondary.

There are three dedicated planning enforcement officers who work in the Development Management (DM) section. The number was increased from two to three in April 2009. This was in recognition of the greater amount of enforcement work expected of planning authorities and the realisation that this could not be covered by the two existing officers. The enforcement officers are managed by the Team Leader (Householder Applications, Enforcement & Technical Support) who is a member of the Development Management management team. He reports to the Development Quality Manager. The Development Management section is part of the remit of the Head of Planning and Development. The majority of planning authorities in Scotland employ dedicated Planning Enforcement Officers. An alternative is for planning enforcement work to be the responsibility of the Planning Officers in the Development Management team.

The Review Group is satisfied that the employment of dedicated Planning Enforcement Officers is the best way to ensure that appropriate emphasis is given to undertaking this important area of planning activity.

The work of the three Planning Enforcement Officers is split. One officer has responsibility for monitoring developers' compliance with the conditions of their planning consents. The other two officers deal with alleged unauthorised activity. In relation to unauthorised activity, the Council's area is divided. One of the officers is responsible for covering the north of Perth and Kinross and the other covers the south. The team applies flexibility to cater for periods of annual leave, sick leave or occasional planned or unanticipated events. A decision to commence enforcement action is authorised by either the Team Leader or the Development Quality Manager.

3.2 PLANNING ENFORCEMENT WITHIN PERTH AND KINROSS

The Review Group was provided with an overview of the nature and the quantity of enforcement work which is undertaken by the planning enforcement officers. The team receives in excess of 300 cases annually, however approximately 40% of those do not warrant formal action following assessment and investigation.

The Review Group recognise that although many of the cases received do not warrant formal enforcement action, all cases need to be investigated. Furthermore, the emphasis in planning enforcement is not always to seek formal action, rather the emphasis is on seeking an appropriate resolution. In many instances a satisfactory resolution can be achieved by Planning Enforcement Officers through providing assistance, guidance and advice, rather than formal enforcement action. In a significant number of other cases no action is taken because the development or operation is not a breach of planning control. It may also be because the level of breach is assessed as sufficiently minor that enforcement action is unwarranted and disproportionate. The Review Group recognises that the cases where no further action is warranted still require a professional judgement and therefore that they still have to be resourced.

The latest annual figures available are for the calendar year to December 2015. As the figures for the last year appear to be generally consistent with the preceding years, they provide a fair reflection of the nature and the extent of the work.

Of the 309 cases for which enforcement action was taken, approximately one sixth or 16% of these relate to breaches of or non-compliance with the conditions of planning consents. The remainder relate to unauthorised development.

During the year to December 2015 the breakdown of the enforcement work was as follows:

Adverts 28;
trees 7;
amenity 13;
listed buildings 18;
breach of planning conditions 51;
general 91;
householder 101.

Did you know?

A person who believes their development or operation does not require planning consent can apply to the planning authority for a Certificate of Lawful Use and Development. This Council issued the first refusal in Scotland to be appealed to the Scottish Government. The Reporter upheld the Council's decision and dismissed the appeal.

During this year 29 formal Notices were served and for 15 of these the recipients had a right of appeal to the Scottish Ministers. Of those Notices, 8 were appealed to the Scottish Government's Department of Planning and Environmental Appeals. Only 2 of these appeals were partially successful and resulted in the terms of the Notices being varied.

There were no cases reported to the Procurator Fiscal by this council in the financial year 2014/15 but in the year 2013/14 two cases were reported. It is helpful to assess this in the national context. In 2014/15 only two authorities in Scotland referred cases to the Procurator Fiscal and, in the year before, seven authorities in Scotland submitted reports. It is accordingly evident that, for whatever reason, cases are rarely referred to the Procurator Fiscal for prosecution across Scotland.

3.3 BENCHMARKING

A benchmarking exercise was undertaken using information published by the Scottish Government. The results of three indicators of national performance are included as Appendix 2. In the interests of brevity, comment is made on the second of these indicators only but the performance of Perth & Kinross is generally consistent for all three indicators.

The second indicator examines the number of enforcement cases taken up as a proportion of all local applications in the three year period from 2012 to 2015. The Planning Service deals with approximately 1,800 applications per annum, of which approximately 12 are major applications. This means that an assessment based on local applications only is not affected to any material extent by the exclusion of this small number of major applications. The data shows that the average number of cases taken up as a proportion of applications in Scotland is 16% and that the figure within Perth and Kinross is 26%. The figure shown for Perth and Kinross indicates a level of enforcement notice activity which is above this national average.

Although the Review Group appreciate the indicators may not be directly comparable across all Scottish Planning Authority areas, the Group's view was that it is commendable that the level of enforcement activity of Planning Enforcement in Perth and Kinross, is above the Scottish average.

There are several reasons for limiting the weight placed upon any one of the indicators as a measure of the Planning Enforcement Team's efficiency or productivity. Firstly, it is unlikely that the number of applications across Scottish authorities provides a reliable indication of the level of planning infringements in each area. Secondly, planning authorities differ substantially in terms of the size of their areas, population levels and the number of applications. Perth and Kinross Council is the fifth largest local authority land area. It received the 7th largest number of local applications over the last three years; it has the 13th highest Council population and 14th highest number of households. It has a higher number of conservation areas, listed buildings and applications affected by the Habitats Directive or the Environmental Impact Assessment Regulations than many other authorities in Scotland. These are all factors likely to affect the demands and the complexity of the work of the Planning Enforcement Officers but in ways which are difficult to quantify. Nonetheless, it is a significant achievement to equal or exceed national enforcement performance figures, when the local context and these local characteristics are taken in to account.

3.4 ENFORCEMENT CHARTER

As stated, the Council is required to have a Planning Enforcement Charter, to review this when there is a change of circumstances and, in any event, no later than every two years. As also stated, the current version largely follows the format provided in the Scottish Government's Guide. The contents of the charter have been referred to in paragraph 1.2 above but they have to include the authority's policies for enforcement; how the public report an ostensible breach; how to complain to the authority about enforcement action taken and how such a complaint will be dealt with

The Review Group noted that the charter sets out the priorities for enforcement. It begins with the statement that priority will be given to significant breaches of planning control, examples of which are then listed. The Review Group does not take issue with this priority or with the examples given. However the stakeholder survey which we undertook invited respondents to suggest priorities for enforcement. A wide range of suggestions were submitted from which no clear priorities were evident, but it would be appropriate that these are further considered in the current review of the charter.

Although the current Charter follows the Scottish Government's guide, it could be made a more visually appealing document and more accessible. Consideration should be given to the use of photographic examples and other visualisations when the reviewed charter is republished. In addition, it is likely that increasing use will be made of electronic copies of the charter. Consideration should be given to the form and content which is best suited for on-screen access. It is likely that the knowledge and expertise of the Council's Design Team would be useful.

3.5 CASE STUDIES

It was decided to undertake a review of enforcement cases as part of the Review. As previously stated, the Officers who undertook the review are not members of the Development Management Team and neither the Planning Enforcement Officers nor any other planning officers were given a say in the cases which were selected.

The purpose was to see the type of information held and to assess whether these provided complete and accurate records. Had a pattern of unsatisfactory work been identified from this limited sample of 12 cases it would have been extended but this was not the case. The exercise did not involve re-visiting the professional judgements which had been made.

The cases looked at were selected in two ways. Firstly, the most recently concluded cases in each of the 5 categories shown below were considered. Secondly, the members of the Review Group were invited to suggest particular cases for consideration which led to two further cases being identified:-

1. Two cases dealt with by each Enforcement Officer	6
2. Listed Building case	1
3. Case where direct action was undertaken	1
4. Case where an Enforcement Notice was appealed to the Scottish Government	1
5. Case referred to the Procurator Fiscal	1
Sub total	10
6. Cases suggested by members of the Review Group	2
Total	12

1. Six Cases Dealt with by the Enforcement Officers

- (i) In two of these cases, the officer had visited sites in response either to complaints or enquiries and they had been satisfied that no breach of planning control existed.
- (ii) In two cases the officers visited in response to complaints or enquiries and had established that breaches of planning control were evident. The owners were therefore advised that they needed to apply for and obtain planning permission. Each of the developers submitted an application shortly thereafter and the planning consent was duly granted.
- (iii) In two of the cases the enforcement officers had visited the sites, identified breaches and the owners were asked to cease the activity. In the first case this required the removal of an unauthorised sign which was being used to advertise a business. In the other case an unauthorised, occupied caravan had been sited within the grounds of a public house. In both cases the breaches were resolved without formal enforcement action. The sign and the caravan were both removed within short and satisfactory timescales.

Did you know?

A breach of planning control, if unchallenged within statutory timescales, is immune from enforcement. In Welwyn & Hatfield Council v Secretary of State, the Supreme Court held the 4 year limitation is not available to a person who deliberately conceals the breach. A recent high profile case concerned a developer who constructed a mock tudor castle/house. He then hid this behind straw bales. After a nine year battle and facing the prospect of jail, the home was demolished.

In all six cases the files which were examined provided a clear and accurate record of the investigation. In some cases it was not clear whether the resolution of the case was subsequently reported to the complainer (in cases where the breach was not reported by another Council employee). In certain cases, for example, where the complainer lived adjacent to the site, the resolution may have been immediately evident. In other cases it may have been considered inappropriate to update a complainer on the progress of enforcement action. If so, it would be appropriate that this was made this known to a complainer at the outset and to manage expectations.

2. Listed Building

This case concerned internal works which had commenced at a hotel which had listed building status but which did not have listed building consent for the work. When the matter was made known to the enforcement officer the premises were visited within 7 days and the owner was informed of the need for listed building consent. An application was submitted within 14 days and listed building consent was granted the following month.

3. The Appealed Enforcement Notice

The case concerned an Enforcement Notice which had been served to halt the processing of wood for bio-mass purposes on a site in close proximity to residential properties. The competency of the Notice was challenged by an appeal to the Department of Planning and Environmental Appeals, which is a department of the Scottish Government. The Queens Counsel acting for the developer claimed that the activity was permitted development as it was part of forestry activity which does not require planning permission. The appeal was dismissed by the reporter and the enforcement notice was upheld. The reporter concluded that the activity was an industrial process and not a forestry activity because the timber was being transported on to the site for processing. No further enforcement action was required thereafter because the developer then complied with the terms of the Enforcement Notice.

It was pleasing to note that the planning enforcement officer's interpretation of planning legislation and the validity of the enforcement notice was supported by the Scottish Government's Reporter.

It is also noted that the enforcement officers have the knowledge and experience needed to deal directly with enforcement appeals themselves, with guidance available from their Team Leader if required.

4. The Direct Action Case

The officers undertaking the case studies were unable to examine this case as thoroughly as they would have wished because the original paper files could not be traced. Only limited information was available in electronic form. The failure to locate the files was unsatisfactory but it was not suggested that this was other than an isolated occurrence. Based on the information available, it was evident that the case concerned an unauthorised caravan and steel container which had been reported to the service in 2006. Informal measures to resolve the situation appear to have been tried over the next two years without success. An Enforcement Notice was then served in 2008 requiring both structures to be removed. A planning application was submitted as a response but this was subsequently withdrawn. A fresh application was submitted, this was determined and consent was refused. All of these processes took place in 2008. The record shows that a further planning application was then lodged in 2011, it was again refused and then challenged by the developer through a review application to the Council's Local Review Body (LRB). This was dismissed by the LRB in May 2012. The enforcement officer then engaged a contractor to remove the caravan from the site and this work/direct action was undertaken in June 2012.

The history of this case shows the unauthorised activity was finally brought to an end by the Council's direct action. It also shows the value of this particular statutory power in the planning enforcement. However, it is evident that it took a considerable time to end this unauthorised activity. It is accepted that enforcement action should normally be deferred when a planning application and any subsequent appeal is being considered. In this case, there was a period of almost 3 years where no planning application was being considered and the total of six years which it took to end the breach seems to have been particularly long.

5. The Case Reported to the Procurator Fiscal

This case concerned the non-compliance with a Breach of Condition Notice. The ability to issue such notices was introduced to bolster the planning enforcement in Scotland. An owner, occupier or person having control of land upon whom such a Notice is served must reply to the planning authority, giving their full name and address and state their interest in the affected land. The procedure prevents future enforcement proceedings being thwarted by a developer on the grounds that the planning authority has not identified the correct party. Many authorities had experience of developers operating through a number of different companies, partnerships or family members which made it difficult to know who to proceed against. It is an extremely useful planning enforcement power. It is a statutory offence to fail to respond to such a Notice regardless of the lawfulness of the activity which the Planning Enforcement Officer is investigating.

The record held showed that the Procurator Fiscal did not proceed because he concluded that there was an insufficiency of evidence that an offence had been committed. It was not obvious to the officers undertaking the case review why this should have been the case: the offence is simply failing to respond to the Notice. It was subsequently clarified with the Enforcement Officer that, while the regulations allow a Breach of Condition Notice to be served by recorded delivery post, the Procurator Fiscal did not consider that this was sufficient proof that the accused himself had received the Notice as opposed to another member of his household.

While this finding is unsatisfactory, it highlights a weakness of the enforcement regime. It is not a failing which can be attributed to the planning enforcement officer's actions.

6. The Cases identified by Review Group Member

Three cases were suggested by one of the Review Group members. As one of these was the subject of ongoing enforcement action, it was not considered appropriate to investigate it in this review. The two further cases which were suggested were considered:

- (i) The first case concerned the change of use of a building to form a stable block. One of the conditions of the consent was that a vehicular passing place be provided to a specification agreed with this Council and Fife Council. It was suggested that this condition had not been complied with properly. The file recorded a letter from the planning officer to the developer's agent confirming that the condition had been complied with and was discharged. This reflected the planning officer's recollection.

The Review officers considered that a file note from the planning officer or, alternatively, evidence from the developer's agent such as a photograph could have given greater confirmation that the condition had been complied with.

- (ii) The second case concerned a 2009 application to modify an existing consent which had been granted in retrospect for a steel storage container at a farm. One condition of the modification consent had imposed a requirement for a landscape management plan and maintenance scheme. This required to be submitted within 12 months of the consent. It was suggested to the review officers that the information had been submitted out with this timescale. When the matter was investigated, there was no record of such a breach having previously been raised with the service but also no record to show whether this condition has yet been complied with. Enforcement action is not yet time barred and the service informed the review officers that they would investigate what landscaping had been undertaken and take such further action to secure compliance with this condition.

The Review officers noted that from the record available the condition did not appear to have been complied with and that steps were now being taken to address this.

3.6 THE COUNCILLOR SURVEY

1 Introduction and Response

The survey was distributed by email to group leaders via Democratic Services on 18 January with a deadline of 22 February 2016.

A total of **15** Elected Members completed the Survey, giving a response rate of 38%. Responses were received from Members from all but three wards. Counted responses to closed questions are provided in Appendix 3.1.

2 Involvement and Knowledge

Over half of respondents (9) were involved with planning enforcement 3 to 4 times per year or more often. With the exception of one, all of the respondents stated that they had sufficient knowledge of the planning enforcement function to undertake their role as an Elected Member.

3 Planning Enforcement Charter

The majority of respondents (11) stated that they had either some awareness or that they were very aware of the Planning Enforcement Charter.

The majority of respondents (11) advised that they had not referred a constituent to the current edition of the Planning Enforcement Charter. Those who had referred a constituent to this Charter had only done so once or a few times.

Only a small number of Elected Members who responded (4) would know where to find the Planning Enforcement Charter.

4 Planning Control

The Planning Enforcement Charter states that all complaints will be investigated and compliance with planning conditions and obligations will be proactively monitored. Eleven respondents provided their opinions on what they felt should be a priority for enforcement (respondents were allowed up to three priorities)

- (general) breach of planning consent (8)
- environmental impact (4)
- major failure to comply (1)
- infrastructure conditions (1)
- conditions affecting neighbouring properties (1)
- building materials (1)
- failure to comply with drainage conditions (1)
- failure to comply with noise conditions (1)
- use of domestic homes for business use (1)
- tidying up premises and gardens (1)
- planting/removal of trees/shrubs (1)
- enforcing landscaping/maintenance conditions (1)
- development without planning permission (6)
- unauthorised demolition of a building (1)

If contacted by a constituent regarding a breach of planning control Elected Members stated that they:-

Know the Planning Enforcement Officers and would contact one of them directly.	9
Do not know the Planning Enforcement Officers but would contact the Head of Planning & Development; or the Development Quality Manager and expect them to direct them to the appropriate person.	6
Would speak to the Depute Chief Executive, Environment, or Executive Director (Environment).	2

One respondent advised that they would contact the Planning Enforcement Officers directly or the Depute Chief Executive or Director (Environment) depending on the issue. Another elected member advised that they would contact the Head of Planning & Development/ Development Quality Manager and the Depute Chief Executive/ Executive Director (Environment).

5 Planning Enforcement Team

Respondents were asked to rate how satisfied they were with the Planning Enforcement Team, with regard to their queries about breaches of planning control and planning enforcement. The results are shown in the table below.

	Very Satisfied/ Satisfied	Neither/ nor	Dissatisfied/ Very Dissatisfied
Delivery - the service delivers the outcome it promised and deals with any problems that may arise	73% (11)	7% (1)	13% (2)
Timeliness - the service responds swiftly to initial contact and deals with the issue at the heart of it quickly	53% (8)	27% (4)	20% (3)
Professionalism - staff are competent and fair	93% (14)	-	7% (1)
Information - the information given is accurate and comprehensive. Progress updates are provided	73% (11)	7% (1)	20% (3)
Staff Attitude - staff are helpful, friendly, polite and sympathetic	93% (14)	-	7% (1)

Almost half of respondents (7) felt that the planning enforcement staff were **always** helpful with their enquiries and able to communicate effectively the enforcement process, and provide meaningful responses and updates to matters raised. The remainder felt this was **usually** (5) or **sometimes** (3).

6 Planning Enforcement Service

Effective, professional and consistent standard of service was how the majority of respondents (9) felt the current planning enforcement service performed.

Six examples were given where, in the opinion of the respondents, planning enforcement did not meet expectations.

7 Additional Training or Information

All elected members, with the exception of one, felt that they would benefit from additional training or information in relation to planning enforcement. A number of elected members suggested that a general overview would be helpful. Other suggestions included the law relating to enforcement and information provided to back up the Planning Enforcement Charter.

8 Additional Comments

Only 2 further comments were received – one suggested making the Planning Enforcement Charter easier to find. The other stated that the Council is too accommodating of retrospective planning applications which, it was further stated, puts enforcement on the back foot from the outset.

The counted responses to this survey are shown in Appendix 3.

3.7 THE STAKEHOLDER STUDY

- A total of 42 community councils and 588 other organisations (contact details held by planning) were invited to take part over the month of April 2016.
- 142 responses in total, of which 59 were fully complete in terms of reaching the end of the survey. Others have a range of completeness that would be expected. 2 Responses were accompanied by additional submitted material.

Q1. *Nature of Organisation:*

All responses (partial and complete)

Community Council	35
Planning-related Business	71
Developer	9
Other	25

Q2. *Approximately what percentage of your activities relate to Perth and Kinross Council area?*

Proportion of all responses

0-19%	30%
20-89%	32%
90-100%	38%

Q3. *In general, how often is your organisation involved with Perth and Kinross Council over planning enforcement issues (irrespective of location)?*

Proportion of all responses

A) Never	26%
B) Every 2 or 3 years	25%
C) Approximately once a year	20%
D) More than once per year	29%

Q4. *Do you have any comments on Perth and Kinross Council's Planning Enforcement Charter or other guidance information, particularly when compared to other Planning Authorities of which you have experience?*

There were several instances of a lack of awareness of the charter (particularly some community councils), others stated they were generic and similar to other authorities, or that they have no experience of other LAs. Other comments were around perceptions of the enforcement function rather than the charter.

Specific points to note around the charter and awareness of it:

- The charter explains how a member of the public can report a breach of planning but not an organisation like Civic Trusts. (Civic Trust)
- No experience of this Charter. Not aware previously of its existence. (Community Council)

- Q5. *The Planning Enforcement Charter sets out that all complaints will be investigated and compliance with planning conditions and obligations will be proactively monitored. In your view, what types of planning breaches should be the priority for enforcement activity? (3 separate answers can be provided)*

A wide range of responses were submitted but it is difficult to draw any clear conclusion from them. In terms of the responses, 'Planning Conditions' were the most commonly cited area for enforcement, followed by 'Unauthorised Development', 'Environmental' and then Residential Amenity but a total of 21 different types of breaches were referred to. The current Charter explains that priority is given to those breaches causing the highest level of planning harm. The responses do not contradict this and there is an inevitability that opinions would vary over how this is constituted.

- Q6. *The Planning Authority refers to key documents when considering enforcement action: The Perth and Kinross Council Planning Enforcement Charter and the Scottish Government Circular 10/2009. The latter states that Councils should be particularly sensitive to the impact of enforcement action on small businesses. Are you aware of specific case examples where you consider this guidance may not have been adhered to? If so, please state.*

- Q7. *Generally speaking across the following themes, how satisfied are you with the Planning Enforcement Team, with regard to queries about breaches of planning control and planning enforcement?*

Generally, net satisfaction for most themes is positive, although lower for delivery (which is often linked to actual decisions made) and information. The latter may be a specific area of interest for raising service satisfaction. Few developers answered this question, but those that did were neutral or positive.

Theme:	Very Dissatisfied	Dissatisfied	Neither /nor	Satisfied	Very Satisfied
Delivery - the service delivers the outcome it promised and deals with any problems that may arise	20%	14%	31%	31%	4%
Net satisfaction¹: Overall: +2% Community Councils: -15% Planning-related businesses: +17%					
Timeliness - the service responds swiftly to initial contact and deals with the issue at the heart of it quickly	18%	6%	39%	29%	8%
Net satisfaction: Overall: +14% Community Councils: +14% Planning-related businesses: +17%					
Professionalism – staff are competent and fair	10%	10%	31%	39%	10%
Net satisfaction: Overall: +29% Community Councils: +29% Planning-related businesses: +26%					
Information - the information given is accurate and comprehensive. Progress updates are provided. Advice is given in plain language.	14%	12%	41%	27%	6%
Net satisfaction: Overall: +8% Community Councils: 0% Planning-related businesses: +9%					
Staff attitude - staff are helpful, friendly, polite and sympathetic	6%	10%	33%	33%	18%
Net satisfaction: Overall: +35% Community Councils: +24% Planning-related businesses: +39%					

- Q8. Considering these same themes again, how would you compare Perth and Kinross Council planning enforcement function with other Planning Authorities of which you have experience? Please ignore this question if you have only experienced Perth and Kinross.
- Overall responses to these questions are fairly well balanced. When the responses of just planning-related business, developers and others are considered, PKC is perceived in generally similar ways to other planning authorities.

All satisfied responses net of all dissatisfied responses, as proportion of total. Neutral responses not included

	Much Worse	Worse	Similar	Better	Much better
Delivery	11%	19%	44%	22%	4%
<i>All responses except Community Councils</i>	14%	14%	50%	23%	0%
Timeliness	19%	8%	50%	23%	0%
<i>All responses except Community Councils</i>	14%	5%	52%	29%	0%
Professionalism	12%	19%	46%	19%	4%
<i>All responses except Community Councils</i>	10%	19%	43%	24%	5%
Information	15%	23%	38%	19%	4%
<i>All responses except Community Councils</i>	14%	14%	43%	24%	5%
Staff attitude	12%	15%	58%	12%	4%
<i>All responses except Community Councils</i>	10%	14%	57%	14%	5%

Responses: 26

Q9. *Do you have specific examples of where you consider the planning enforcement service did not meet your expectations? If so, please describe.*

A broad range of comments were received, and it is challenging to draw out any common themes. Community council responses are focused chiefly on specific issues cases identified within these areas, mostly where it is felt that enforcement activity has been lacking. Responses from planning-related businesses are also mixed but occasionally focus on more procedural / service issues such as provision of information. Some comments in the section are again around planning decisions more generally and not necessarily enforcement.

As the Respondents were invited to provide specific developments which had not met their expectations and duly did so these responses were duly shared with the Development Quality Manager was invited to comment on the cases. It has not been considered appropriate to include the responses in this report but the comments received from the Development Quality Manager were satisfactory.

Q10. *Please provide any further comments on planning enforcement in Perth and Kinross.*

Again comments here are very mixed and no consistent themes emerge, which is a common problem when consulting on an emotive topic such as planning where agreement with decisions is rarely universal. In general, community councils (who do respond here) are of the view that enforcement is insufficient. Planning related businesses are more content generally and focus on procedural issues or quality of communication (as was indicated in previous question).

Points of note:

- There were several comments indicating that more resources could be helpfully applied to planning enforcement
- A greater (or preferential) focus on enforcement of larger developments was raised by more than one respondent
- Several commented on the professionalism and good levels of service from enforcement officers, balanced by some more negative views.

- 4.1** This report began by acknowledging that the Scottish Government expects that the planning enforcement which is undertaken by authorities will be carried out in a proportionate way. This expectation is incorporated in the Council's enforcement charter. This means that discretion and professional judgement have to be applied to determine whether enforcement action is warranted. It is evident that this has not been understood by some community representatives. Considering that planning conditions can only be imposed if they are reasonable, precise and enforceable, it is understandable why some may believe that all planning conditions should always be enforced. It might be appropriate for the Scottish Government and this Council to consider if more could be done to explain to communities that a proportionate approach to enforcement is expected. This might remove some of the unrealistic expectations of the planning system.
- 4.2** The Review Group obtained evidence of the level of enforcement activity in this Council and it compared this to evidence of activity across Scotland. This has been examined in section 3.3 and we acknowledged that, because of the different characteristics of each planning authority, care is needed before drawing any conclusions. In general terms, the evidence available indicates that this Council undertakes at least as much planning enforcement work as the Scottish average and, in all probability, a higher level. The members of the Review Group had not realised how much enforcement activity is undertaken before the Review began and it was also clear that others were equally unaware of the position.
- 4.3** The Review Group acknowledges that planning enforcement is a complex, statutory process. It has taken time for the Group to appreciate both the range of enforcement powers and the scale of enforcement work which is undertaken across Perth and Kinross. Over 300 possible breaches are reported to the enforcement officers each year and are investigated. It was evident to the Review Group that the primary objective of planning enforcement is to secure a satisfactory resolution. This can mean that the developer obtains planning consent, that an unauthorised activity is halted or that the developer is persuaded to comply with the conditions of the planning consent. The primary objective is not sanctioning or penalising the developer but dealing with the planning breach. This may be contrary to some public expectations but the Review Group accepts that primacy should be given to ending environmental harm.
- 4.4** We hope that the publication of an annual report on the planning enforcement work which has been undertaken each year will improve the understanding of planning enforcement and the work which is carried out within Perth and Kinross.
- 4.5** We were pleased to note that in both our survey of councillors and our survey of stakeholders there was a clear recognition of the commitment and professionalism of the planning enforcement officers and the other officers who support them. There were clear and strikingly positive responses from our Councillor survey. In the Stakeholder survey, despite the diverse nature of our consultee interests, the net satisfaction responses for: Delivery; Timeliness; Professionalism; Information and Staff Attitude were generally all positive.

- 4.6** This has been one of the more involved reviews which we have undertaken. We are aware that the recommendations which we are making are limited but this is because we have not found a need for substantial change.

5 SUMMARY OF RECOMMENDATIONS

5.1 Planning Enforcement Charter

- (i) There should be improved awareness of the Council's Planning Enforcement Charter which could be achieved by the following measures:-
 - (a) The next review of the charter should follow a wider consultation process. It would be appropriate to use some of the information ingathered through this Scrutiny Committee review.
- (ii) The review of the charter should examine the scope for a document which is more accessible to all stakeholders. Although the current version adopts the content recommended in the Scottish Government's guide, it is probable that a document can be produced which is more engaging.

5.2 Public Information

The Council's web page relating to Planning Enforcement should be improved and information provided specifically to assist community councils.

5.3 Establish an Annual Planning Enforcement Report

There should be an annual report on the work of the Planning Enforcement Team.

This should be submitted to the Development Management Committee and Scrutiny Committee. The report should outline the work of the Planning Enforcement Officers over the preceding year. It could cover issues such as the current year's results compared with previous years; performance indicators and emerging trends. This report would have the dual benefits of showing the value of the work of the Planning Enforcement officers and publicising this work.

5.4 Organisation within the Planning Enforcement Team.

Consideration should be given as to whether to rotate periodically the roles allocated to the 3 planning enforcement officers as this could provide opportunities to improve the breadth of experience and sustainability of the team given the relatively small capacity.

Against this however, the Group recognises the benefits of officers who know thoroughly the work in their areas and the Review Group acknowledge that the responsibility to make such decisions, which are operational in nature, rests with service management. For this reason, the recommendation is simply that this issue is given consideration.

5.5 Organisation within Development Management Team

- (i) The Planning conditions used should be kept under review and updated where appropriate.

5.6 Training for Councillors in Planning Enforcement

- (i) The responses to the survey of councillors showed a wish for additional training for elected members on planning enforcement. The Head of Planning and Development is asked to consider how this training request should be met.
- (ii) The induction training provided to newly elected councillors should include a section on planning enforcement.

**COUNCILLOR ALEXANDER STEWART
CONVENER, SCRUTINY COMMITTEE**

Contact Officer:	G.D. Fogg
	01738 475130
Address of Service:	Blackfriars Development Centre
Date of report:	July 2016

Background and Rationale

Perth and Kinross Council is committed to providing a modern, effective and efficient planning system which operates in the interest of the local community and the environment. An important element of the planning system is the range of powers available to planning authorities to enforce planning control.

The Town and Country Planning (General Permitted Development) (Scotland) Order 1992 grants planning permission to certain specified classes of development, removing the need for a planning application to be made in those cases. Any other class of development is likely to require an application for planning permission.

Undertaking development without appropriate permission or failure to comply with a planning condition generally constitutes a breach of planning control and may result in enforcement action under planning legislation. Planning authorities have a general discretion to take enforcement action against any breach of planning control if they consider such action to be expedient, having regard to the provisions of the development plan and any other material considerations.

The Scrutiny Committee has selected planning enforcement as the topic of its sixth Scrutiny Review to consider how effectively the Council uses these powers.

Objectives of the Review

- Examine public perception and consistency of the planning enforcement service;
- Explore and understand the intended outcomes of planning enforcement and the effectiveness of the Planning Enforcement Team in delivering these outcomes;
- Work with elected members and Council officers to examine the effectiveness of internal communication around planning enforcement;
- Investigate other Council's experiences and practices with planning enforcement to identify best practice and opportunities for improvement; and
- Ensure Councillors feel equipped to support members of the public.

Scope of the Review:**What will be included?**

The review will include the nature and scale of all planning enforcement activity.

What will not be included?

Any aspect of planning, other than planning enforcement.

Who will be involved?

- Scrutiny Committee
- Elected members across Council Committees and MOGs
- Officers across Council Services
- Planning Enforcement
- Legal Services
- Democratic Services
- Planning User Forum
- Colleagues from best practice Councils
- Colleagues from external organisations where relevant

Methods that will be used to undertake the review?

The research methodology agreed is:

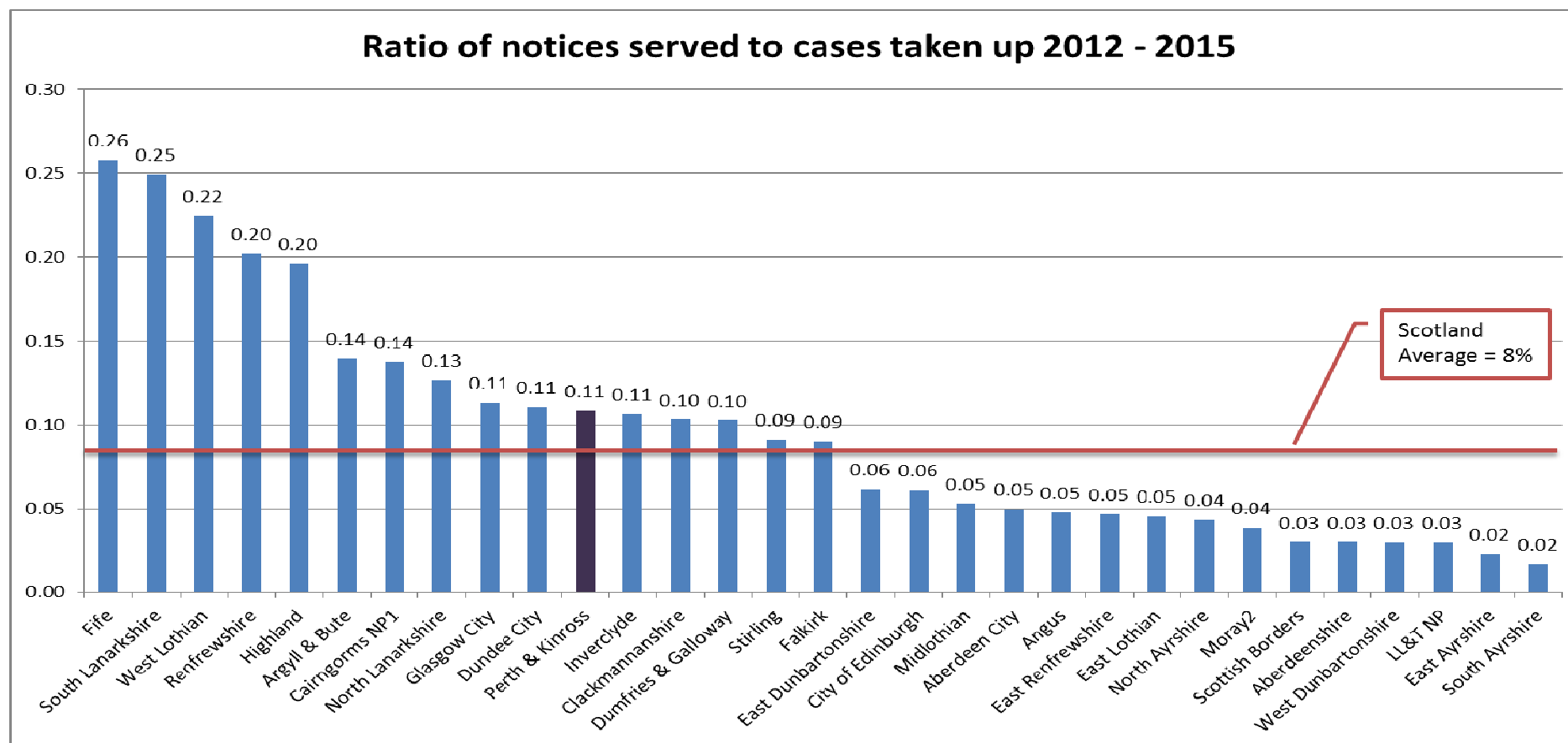
- Desk top analysis of existing information
- Presentation by the Development Quality Manager
- Evidence gathering visit from the Planning Enforcement Team
- Evidence gathering visit from external agencies including Homes for Scotland
- Engagement with the Scottish Planning Enforcement Group and Planning Lawyers Group
- Benchmarking visits
- Engagement with elected members, including the Planning Member Officer Group
- Discussions/ interviews with external representatives e.g. colleagues from other Councils and external organisations where relevant
- Presentations of information as required

Evidence Required

- Perth and Kinross Council Planning Enforcement Charter
- Planning Enforcement Circular 10/2009
- Planning Enforcement Frequently Asked Questions
- Analysis of Planning Enforcement Investigations
- Benchmarking data if available

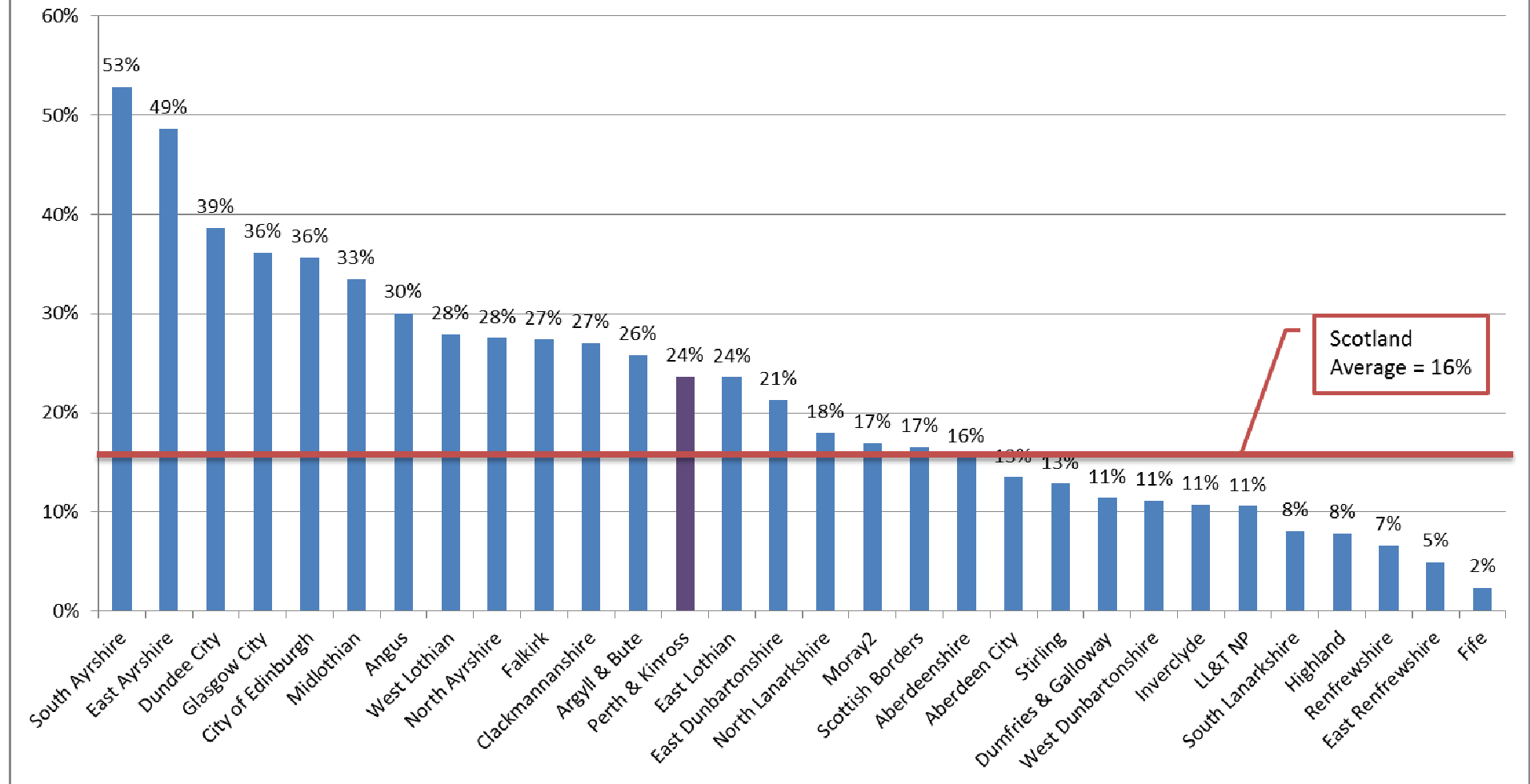
Resources Required

- Member time outwith Committee to attend review meetings and participate in research and consultation
- Officer time (The Environment Service, Education and Children's Services, Housing and Community Care and the Chief Executive's Service)

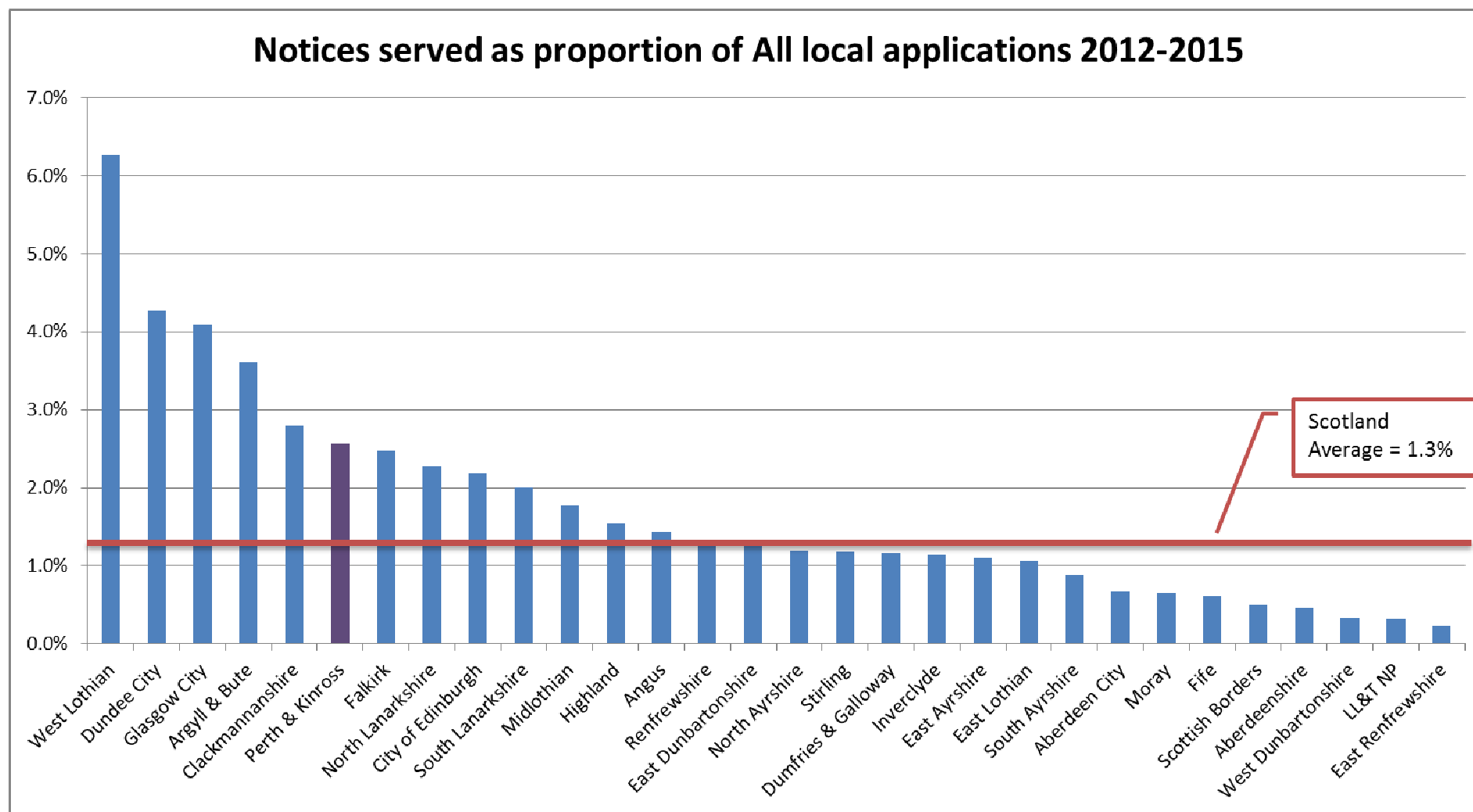


This indicator describes the ratio of enforcement notices served to cases taken up by all planning authorities across Scotland. The figures combine annual data for 2012/13, 2013/14 and 2014/15 to give an overall figure that is more robust. Figures will be influenced by the procedures and reporting arrangements within individual Councils. The figures indicate that enforcement notices as a proportion of total cases is slightly above the Scottish average in Perth and Kinross.

Cases taken up as proportion of all local applications 2012-2015



This indicator, which also combines data for 3 financial years, attempts to describe the incidence of planning enforcement cases, adjusted in line with the planning activity in an area. Despite Perth and Kinross' population size, it has one of the highest number of planning applications of Scotland's 32 local authorities. Local planning applications have been used as an indicator of planning authority activity, and when normalised in this way, it can be seen that enforcement cases are midpoint within Scotland's authorities and slightly above the Scottish average.



This indicator is prepared in the same way as the previous one, with cases replaced with notices. The incidence of serving enforcement notices is somewhat higher in Perth and Kinross (when adjusted for overall planning activity), with a figure that is around double the Scottish figure.

Appendix 3.1 – Counted Responses to Closed Questions

**SIXTH SCRUTINY GROUP
PLANNING ENFORCEMENT
ELECTED MEMBERS' SURVEY 2016**

1. Which response best reflects your involvement in planning enforcement issues?

Less than once a year	2
Approximately once a year	2
3 to 4 times per year	9
Once a month or more often	2

2. Do you consider you have sufficient knowledge of the planning enforcement function to undertake your role as an Elected Member?

Yes - fully	6
Yes - partly	8
No	1

The Council is required to have a Planning Enforcement Charter which explains how it will use its planning enforcement powers and to keep this under review every two years.

3. Were you aware that Perth and Kinross Council has a Planning Enforcement Charter?

Yes - very aware of Charter	8
Yes - some awareness of Charter	3
No	4

4. Have you ever referred a constituent to the current edition of the Planning Enforcement Charter approved in June 2014 (or any earlier version)?

Yes – many times	0
Yes – few times or once	4
No	11

5. Would you know where to find the Planning Enforcement Charter, either for yourself or to refer a constituent to it?

Yes	4	No	11
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6. The Planning Enforcement Charter sets out that all complaints will be investigated and compliance with planning conditions and obligations will be proactively

monitored. In your view, what planning breaches should be the priority for enforcement?

1	
2	
3	

7. The Planning Authority refers to key documents when considering enforcement action: Scottish Government Circular 10/2009 & the Perth and Kinross Council Planning Enforcement Charter. Are you aware of specific case examples where you consider this guidance may not have been adhered to? If so, please state. If not, proceed to next question.

--

8. If you have been, or were to be contacted by a constituent regarding a breach of planning control, which of the following best describes your position?

I know the Planning Enforcement Officers and I would contact one of them directly. **9**

I do not know the Planning Enforcement Officers but I would contact David Littlejohn or Nick Brian and expect them to direct me to the appropriate person. **6**

I would speak to Jim Valentine or Barbara Renton. **2**

Other – please describe below **0**

--

9. Generally speaking across the following themes, how satisfied are you with the Planning Enforcement Team, with regard to your queries about breaches of planning control and planning enforcement?

Theme:	Very Satisfied	Satisfied	Neither /nor	Dissatisfied	Very Dissatisfied
Delivery - the service delivers the outcome it promised and deals with any problems that may arise	1	10	1	1	2
Timeliness - the service responds swiftly to initial contact and deals with the issue at the heart of it quickly	1	7	4	2	1
Professionalism – staff are competent and fair	5	9	0	0	1

Information - the information given is accurate and comprehensive. Progress updates are provided

5	6	1	2	1
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Staff attitude - staff are helpful, friendly, polite and sympathetic

9	5	0	0	1
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10. Do you find the planning enforcement staff helpful with your enquiries and able to communicate effectively the enforcement process, and provide meaningful responses and updates to matters raised?

Always	7	Usually	5	Sometimes	3	Never	0	N/A	0
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11. Which of these 2 pairs of statements is closest to your perception of the current planning enforcement service?

effective, professional and consistent standard of service provided	9		proportionate use of enforcement powers being consistently used	12
---	---	--	---	----

OR

ineffectual and inconsistent service provided

2

OR

overzealous and too quick to exercise formal action

0

12. Do you have specific examples of where you consider the planning enforcement service did not meet your expectations? If so, please describe

13. Do you think you would benefit from additional training or information in relation to planning enforcement?

Yes	14	No	1
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PERTH AND KINROSS COUNCIL**Scrutiny Committee****21 September 2016****SEVENTH SCRUTINY REVIEW - “ROLE OF SCRUTINY IN A CHANGING WORLD”****Report by the Depute Chief Executive, Environment
(Sustainability, Strategic and Entrepreneurial Development)**

This report proposes that the topic for the Seventh Scrutiny Review be on the wider role of Elected Members in scrutinising Council Services, and lessons learned from the Scrutiny Reviews carried out so far. The review will focus on possible amendments to the Scrutiny Guide 2014, given the changing environment in which Perth and Kinross Council operates.

1. BACKGROUND

- 1.1 The Guide to Scrutiny at Perth and Kinross Council 2014 ([report 14/261](#)) sets out, amongst other things, the procedure for proposing and selecting a topic for the Scrutiny Committee to review. This involves the committee seeking proposals from all elected members and the Executive Officer Team prior to undertaking a process of scoring and rejection.
- 1.2 At the final meeting of the Scrutiny Review Group, while conducting the Sixth Scrutiny Review (Planning Enforcement), the Convenor and Elected Members expressed concern that there is insufficient time, prior to the Council Elections in May 2017, to conduct a Seventh Review following the standard procedure.
- 1.3 The Group however recognised that ensuring appropriate levels of scrutiny are applied across Council Services is of vital importance if we are to continue as a high performing Council.
- 1.4 This is particularly the case when considering the significant challenges which are currently faced in terms of: continuing financial pressures; rising demands for services; public service reform; and new statutory obligations relating to health and social care, and community engagement.
- 1.5 The roles and responsibilities of all elected members to scrutinise the services being delivered will continue to increase in importance given the ‘Building Ambition’ transformation programme, the introduction of new ways of working, and different models of service delivery such as the Integration Joint Board for Health and Social Care, and ‘Arm’s Length External Organisations’ (ALEOs), for areas such as culture and sport.
- 1.6 The Scrutiny Review Group felt that the time available could be best used to conduct a review of the future role of scrutiny at Perth and Kinross Council in the widest sense. The Group also considered that this would provide the Scrutiny Committee with an opportunity to pass on lessons learned to the new Council in May 2017.

- 1.7 As Elected Members will be aware, John Walker, Depute Chief Executive and Chief Operating Officer, is leading a review of the Council's decision-making structure, with the intention of submitting a discussion paper to the last meeting of the Council in advance of May 2017 elections, on options for the political decision-making structure, which would allow the Council to make recommendations to be considered by the new Council. Whilst there will be consultation with Elected Members and officers in taking forward that review, the Scrutiny Review Group also considered that their findings would contribute to the review.

2. PROPOSALS

- 2.1 The Guide to Scrutiny at Perth and Kinross Council 2014 sets out the scope of the Scrutiny Committee and the roles and responsibilities of those involved in the Scrutiny process.
- 2.2 Given the significant pressures the Council currently faces (para 1.4), and the changing way in which we are developing and delivering services (para 1.5), it is proposed that the Guide be reviewed to:
1. Highlight the wider role of Elected Members in applying appropriate scrutiny across all of the Council's Services and Committees.
 2. Reflect the lessons learned from the process of conducting the Scrutiny Reviews undertaken to date.

3. CONCLUSION AND RECOMMENDATION

- 3.1 The Scrutiny Committee is asked to agree to the scope of the 7th Scrutiny review as set out in section 2.2.

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Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive, Environment (Sustainability, Strategic and Entrepreneurial Development)	19 August 2016

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1.1 Strategic implications

This report supports the delivery of the Strategic Objectives within Community Plan/ Single Outcome Agreement 2013-23 and Corporate Plan 2013-18.

1.2 Consultation

The Scrutiny Review Group, the Convenor of the Scrutiny Committee, the Head of Legal and Governance Services and the Head of Democratic Services have been consulted in the preparation of this report.

2. BACKGROUND PAPERS

- Draft guide to Scrutiny at Perth and Kinross Council ([report 10/67](#))
- Guide to Scrutiny at Perth and Kinross Council 2014 ([report 14/261](#))

3. APPENDICES

None

PERTH AND KINROSS COUNCIL**Scrutiny Committee****21 September 2016****PERTH AND KINROSS COUNCIL BUSINESS PLAN 2016-2019****Report by the Senior Depute Chief Executive (Equality, Community Planning and Public Service Reform)**

This report sets a Business Plan for Perth and Kinross Council, to ensure we are fit for purpose to meet the significant challenges facing local government, and we are organised to deliver the best outcomes for our communities.

1. BACKGROUND

- 1.1 The Council operates under a robust strategic planning framework, set out in the Community Plan/Single Outcome Agreement (SOA) (2013-2023) and the Corporate Plan (2013-2018). With the accelerating pace of change - especially over the last 2-3 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/ SOA 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. In previous years the Council’s Organisational Change and Improvement Plan (OCIP) set out that ‘how to’ agenda, particularly around the actions we needed to work on collectively, and the support we require corporately, to make the organisation fit for purpose. We need to develop a new approach in this more dynamic environment, through a refreshed strategic Business Plan, to set out how we achieve sustainability and consistency across the organisation, and as a driver to deliver our Community Plan objectives/SOA and Corporate Plan objectives.
- 1.3 We need to reflect within our Business Plan 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. In addition, at the Council meeting on 18 May 2016, the Audit Scotland ‘Overview of Local Government in Scotland 2016’ report was considered (Report 16/220 refers), and our future business planning should also be informed by the key messages from that report.
- 1.4 Rather than develop individual plans to address the issues detailed above, a comprehensive Business Plan has been prepared for the Council. This Business Plan:-
 - Explains 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.

- Addresses 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 City Deal.
 - Sets out our approach to the reshaped workforce, the Fair Work agenda, and future workforce planning.
 - Details the next steps in our approach to transformation and organisational development.
 - Demonstrates how we are meeting our duty to secure Best Value, including self-evaluation, and identification of areas for improvement.
 - Act as a “Business Management and Improvement Plan” (BMIP) for Corporate and Democratic Services and other corporate functions – clearly demonstrating how these services contribute to supporting the wider priorities of the Council.
 - Sets out development actions arising from the Plan, and lead responsibilities for their delivery.
- 1.5 The time horizon for the Business Plan is 3 years, to fit with the Medium Term Financial Plan.
- 1.6 The Business Plan does not duplicate other plans and strategies. It acts in a co-ordinating manner – pulling the collective content together, to allow the Council to be clear about what we have established so far, and highlighting any gaps where further plans or policy development is necessary.
- 1.7 The layout for the Business Plan is based around the Audit Scotland Best Value characteristics. This gives a rigour to the Plan, that allows us to clearly demonstrate the level of achievement with our Best Value requirements, and what more we need to do. The Best Value characteristics are:
- Vision and Strategic Direction
 - Partnerships and Community Leadership
 - Community Engagement
 - Governance and Accountability
 - Performance Management and Improvement
 - Use of Resources
- 1.8 For each of these Best Value Characteristics, the 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.
- 1.9 Development of the Plan has been drawn from engagement sessions with Elected Members and senior managers, as well as feedback from staff through engagement activities such as Business Breakfasts, Employee Survey and the Employee Review and Development Process.

- 1.10 The preparation of the plan recognises the Principles of Performance Management, agreed by the Scrutiny Committee on 20 April 2016; (report 16/173 refers), which proposed a modernised approach to performance reporting. A visually interactive digital version of the report has been produced, which gives the Plan more functionality ([click here](#)) including the ability to refresh the Plan as updates and developments occur. The paper based version is provided in Appendix 1.
- 1.11 The content of the Plan will be shared with teams within the Council, and also with our Community Planning partners, as part of a communications/engagement process, to achieve a shared understanding of the challenges, and what we collectively need to do to respond.

2. PROPOSALS

- 2.1 The Council's Business Plan was approved by Council on 22nd June 2016 (Report Number 16/283 refers). At the Council meeting, it was requested that the Business Plan be referred to the Scrutiny Committee for further consideration.

3. CONCLUSIONS AND RECOMMENDATION

- 3.1 The development of this Business Plan is the next step in the Council's 'Building Ambition' agenda.
- 3.2 It is recommended that the Scrutiny Committee: -
- 1) Notes that the Business Plan was approved by Council on 22 June 2016 (Report Number 16/283).
 - 2) Considers the Business Plan for its interest.
 - 3) Notes that there will be 6 monthly reports to the Scrutiny Committee on the implementation of the Business Plan and annual reports to both the Council and the Scrutiny Committee.

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Approved

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

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.
- 1.3 The report relates to all of these objectives.

2. Resource Implications

Financial

- 2.1 There are no direct financial implications arising from this report, although the Plan recognises the need for robust financial planning.

Workforce

- 2.2 The Plan makes several recommendations regarding supporting the workforce in the challenging environment.

Asset Management (land, property, IT)

- 2.3 The Plan recommends a new Asset Management Plan.

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 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as having a positive impact, through proposals on Fair Work and establishing a Fairness Commission.

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 The proposals within this report have been considered under the terms of the act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

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 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

4. Consultation

Internal

- 4.1 The Executive Officer Team, the Corporate Management Group, the Corporate & Democratic Services Management Team and the Head of Finance have been consulted in the preparation of this report.

External

- 4.2 Not relevant to this report.

5. Communication

- 5.1 As part of the engagement process a Communications Plan has been prepared to share the Business Plan with colleagues throughout the Council.

2. BACKGROUND PAPERS

- 2.1 Audit Scotland 'Overview of Local Government in Scotland 2016' – report to Council on 18 May 2016 (report number 16/220)

3. APPENDICES

- 3.1 Appendix 1 – Perth and Kinross Council Business Plan – 2016-2019

Appendix 1



BUILDING AMBITION

Our Business Plan 2016-2019



**PERTH &
KINROSS
COUNCIL**

Please note this document is produced in two versions:

- *PDF version, which is the best format for printing a paper copy, however printed copies cannot hyperlink to further information.*
- *Online “Wiki” version which is not printer friendly, but has more links to a wider variety of supporting information, and will be updated as new information becomes available.*

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The Council’s Business Plan sets out what our whole organisation is going to work on together, and how we will adapt, to ensure our organisation is fit for purpose to face the changes, challenges and opportunities over the next three to five years. This will allow us to continue supporting the delivery of our Corporate Plan and Community Plan strategic objectives, and in particular, the following themes reflected in the Scottish Government’s priorities:

- *Early years and education*
- *Growing our economy*
- *Fairness and equality*
- *Health and social care integration*
- *Prevention and early intervention*

The Business Plan sits as part of the Strategic Planning Framework for the Council, supporting the Community/Corporate Plan and influencing Service and Team planning.



Figure1: Strategic Planning Framework

The challenges facing our public services are well documented. We face the greatest financial pressures in a generation; we are preparing for an unprecedented population increase in Perth and Kinross, alongside rising demand for our services; and we are managing the most significant change in public service since the creation of the welfare state - the [integration of health and social care](#) - as part of a far reaching [public service reform agenda](#). Traditional Council services are now being delivered by a much wider range of models including Arm’s Length External Organisations (ALEOs), commissioned services, jointly with Community Planning partners, and through strategic partnerships such as the Scottish Cities Alliance. The ways we deliver services are increasingly complex, and require higher levels of leadership and flexibility from Elected Members and staff.

Community Planning is a central plank of public service reform, with statutory duties on Councils and Community Planning partners to work together, to deliver better outcomes in communities, and reduce stubborn inequalities. New Community Empowerment legislation reflects a growing expectation from communities that they will be entitled to take control of issues that affect them and their area, and this will drive forward the way we work with communities. We are seeing greater demands for personalisation of Council services, more localisation of services, and increased public expectations. Our continued approach to early interventions and preventative action will be essential to making a difference to our most vulnerable citizens and giving people an equal chance in life.

In these transformative times, we will be even more reliant on the talent and dedication of our people, to show their commitment to managing in complex circumstances, and making a positive difference to those who use and need our services. A key part of our future success is the role of our Corporate & Democratic Services which form the backbone of support to the organisation. These services will be key influencers and enablers in delivering many of the objectives of this Business Plan, which will in turn support us meeting the priorities of the Council.

The Council has a strong track record of planning for the future, no matter how challenging that future looks. We have many strengths. We are a high performing organisation with a clear vision, and strong Elected Member and officer leadership; we have excellent financial management, sound governance, and a talented and committed workforce. We can demonstrate many outstanding achievements, and these are confirmed through robust self-evaluation, as well as positive recognition by external scrutiny bodies. We continue to be recognised as sector leading in many areas. Strong leadership of partnership arrangements by the Council is a key factor in our success.

Our positive people practices are also recognised as hallmarks of being an employer of choice. This demonstrates clear vision and leadership which underpin a positive workplace culture in which our employees thrive. We have been preparing for these challenges for a long time and are well-placed to manage our uncertain future. There is a further wave of change approaching, and we must stay ahead of the wave, rather than be overwhelmed by it. This Business Plan is a key part of taking the Council forward collectively to the next stage, and giving both the confidence and ambition to continue our progress, tackle the challenges, maximise the opportunities, and provide the best possible outcomes for the people of Perth and Kinross.

This Business Plan:

- *explains the journey of change and how the Council will continue to secure positive outcomes for people and communities, within the changing context of public service reform, increasing demand and reducing budgets;*
- *addresses our approach to other influences on our business including new models of service delivery, locality planning, collaborative working and strategic partnerships such as the City Deal;*

- *sets out our approach to the reshaped workforce, the Fair Work Agenda, future workforce planning, organisational development and transformation;*
- *demonstrates how we will continue to deliver Best Value in this changing environment - including our self-evaluation activities, and identification of areas for improvement. To assist in meeting our Best Value obligations, the subsequent chapter headings of the Plan have been set out to reflect the Audit Scotland Best Value characteristics;*
- *outlines our commitment to giving the people, communities and businesses who use our services more choice around how we engage with each other;*
- *acts as a Business Management and Improvement Plan for Corporate and Democratic Services and other corporate support functions;*
- *explicitly sets out improvement actions and lead responsibilities for their delivery.*

In summary, the key themes of the Business Plan are:

- *Supporting Elected Members, through the complex public service reform agenda, and financial challenges.*
- *Leading, through our staff and partners, the delivery of services through new models of collaboration, local Community Planning, and providing a much wider range of non-traditional public services.*
- *Embedding the ‘Learn Innovate Grow’ philosophy, throughout the organisation, to maximise the capacity and potential of our people to make a positive difference to the lives they touch.*
- *Working for, and working with, local communities alongside other public services, to meet the communities’ needs.*
- *Closing the equality gap in Perth and Kinross, with a systematic approach to prevention, which shifts the balance of public service resources away from crisis interventions and failure demand.*
- *Evolving our approach and shared understanding of good governance in these changing circumstances to create an authorising environment, whilst providing appropriate controls and assurance to stakeholders.*
- *Using information and communications technology to act as an enabler of transformational change and service delivery.*

OUR STORY SO FAR

Vision and Strategic Direction

We have established a clear and ambitious vision for what we want to achieve for our communities through our [Community Plan](#) and [Corporate Plan](#).

Leadership and Culture

Leadership roles in the organisation are evolving to respond to the increasingly complex landscape. Elected Members have an increasingly broader role, overseeing a wide range of service delivery models, and leading on cross-cutting issues such as tackling inequality and health and social care.

In readiness for the challenges over the next ten years we have clearly set out a phased approach to reshaping the Council's senior management arrangements, as part of a larger cultural change programme. A new Organisational Development Framework was approved by Council in July 2015 to ensure we continue to harness the talents of our people, based around the 'Learn Innovate Grow' principles - [Learn Innovate Grow/Organisational Development Strategy](#).

Planning and Resource Alignment

We recognise that simply making incremental savings to existing services are neither sufficient nor sustainable solutions, when set against the scale of the financial challenge ahead. We have taken a more strategic approach by establishing a comprehensive [Transformation Programme](#) to radically address challenges, demands and opportunities. We are also planning for the longer term financial future through our Medium Term Financial Plan.

We recognise the importance of planning and resource alignment to target the use of limited resources for the best outcomes. This is evident from approaches such as [Integrated Resources Framework](#) (IRF) and [Evidence2Success](#) (E2S).

WHAT'S NEXT

Elected Members are carrying out an increasingly complex and challenging leadership role. A working group led by Elected Members and supported by officers is reviewing Elected Members' training and development requirements, particularly in increasingly important areas, such as the complexity of the public service environment, strategic planning, different governance and accountability arrangements, financial planning, options appraisal, commissioning services, partnership working and scrutiny. Proposals will be developed by the Head of Democratic Services. There will be a strong focus on offering these opportunities to new Elected Members, following the local government elections in 2017.

Leadership capacity is vital in achieving our aims. Our re-shaped senior management arrangements will be kept under review to ensure they remain fit for purpose with the evolving context of change, financial challenge and public service reform. Assessing the visibility and effectiveness of our leadership is important particularly with recent senior management role changes. This will be a key role for the Depute Chief Executives.

To support leaders across the organisation, a Leadership Development Programme is currently under preparation, and in Autumn 2016 we will create a collaborative arrangement with Angus and Dundee City Councils to co-deliver a shared Leadership Development Programme for Senior Managers.

We will lead a corporate approach to delivering the Council and Community Planning Partnership priorities, particularly at this time of change. We need to ensure that Corporate and Community Plans continue to be familiar to all stakeholders, relevant to staff, and communicated effectively. Therefore our ongoing major staff engagement activity will focus on communicating these priorities, whilst giving the opportunity to engage in discussion about our joint future. This will help in framing a new Corporate Plan, with development work for this Plan starting in 2017.

We will use our 'Council Story' as a basis to convey our identity, where we have been, where we are going, and what makes us different. We will share our understanding of the dynamic public service landscape, to maintain our shared vision throughout the organisation, on what we want to achieve, and how we are collectively going to do it. This will be used as the basis for discussion across the Council, led by the Depute Chief Executive (Corporate & Community Development Strategy), and supported by the Corporate Strategy & Organisational Development team.

We will broaden our use of the 'Learn, Innovate, Grow' approach to help our people think about the cultural shifts that will be necessary through public service reform and transformation. This will help us take a more strategic view of the workforce of the future. The approach will be integrated into a range of key organisational processes, such as the revised Employee Review and Development scheme (currently being implemented across the Council), the Business Management and Improvement Planning process, and our approach to self-evaluation. This work will involve the Corporate Strategy & Organisational Development team working with the Corporate Human Resources Manager.

Joint resourcing is a key part in developing more integrated and effective delivery of services. Health and social care integration will result in greater budget alignment and focus on areas of priority. The work undertaken as part of the Evidence2Success (E2S) project has given an initial baseline of expenditure. We will develop this type of approach further, using evidence, analysis data, demographic and demand projections, customer feedback, and benchmarking to capture patterns of socio-economic changes, service use and future demand, to inform the Council and Community Planning decision making, so that we can target our resources to the highest priority activities. This will involve joint work by the Head of Finance and Corporate Research & Information Manager.

We need to maintain the pace of change, and drive for continuous improvement. A key focus will be the effective delivery of our existing Transformation Programme. To maintain our ambition, provide longer-term planning and demonstrate our willingness to appraise all practical options for delivering services, we will produce a three year extension to our Transformation Programme from 2017/2018 onwards. This work will be led by the Head of Strategic Commissioning & Organisational Development.

By 2020 we will:

- *manage a complex arrangement of service delivery models, with confidence and ambition, achieved through strategic leadership of Elected Members and supported by staff operating in a changing environment of public service reform;*
- *demonstrate how we have embedded the 'Learn, Innovate, Grow' philosophy consistently throughout the Council, via a range of internal and external indicators, such as the employee survey and performance information, such as customer feedback;*
- *have a well-developed joint resourcing approach with partners and communities, including shared access to information which allows informed decisions, to give confidence that we are effectively aligning resources to the priorities for our communities;*
- *have completed the current transformation programme, and will be delivering the next phase of transformation activity for the Council.*

Appendix 1 details the key developments and milestones to achieve these objectives.

OUR STORY SO FAR

The Council delivers public services increasingly through partnerships at all levels - including both statutory partnerships (such as arrangements for Child Protection, Health and Social Care and Community Justice), and partnerships which engage communities of interest (eg local environmental partnerships and disability networks).

At the centre of our approach is the Perth and Kinross Community Planning Partnership (CPP) which has successfully led community planning activities, by providing strategic direction, agreeing joint priorities and managing performance through the [Community Plan/Single Outcome Agreement 2013-2023](#).

In anticipation of new emerging Community Empowerment legislation, and the establishment of new integrated Joint Health and Social Care provisions, the CPP recently [reviewed its arrangements](#), with changes made to ensure we are best placed to continue delivering better outcomes for people in Perth and Kinross over the next five years.

Through partnership we are developing the most significant transformation of public services in recent times. The integration of adult health and social care, through the [Integration Joint Board](#) will successfully deliver better outcomes for users, the Council and NHS Tayside. It will shift the balance of spend away from acute care towards effective prevention, through innovative models of care, and ways of working that are quite different from traditional services.

We are engaging in an increasingly expansive range of partnership working, including:

- *commissioning services from expert arm's length external providers, for example, [Live Active Leisure](#), [Culture Perth and Kinross](#) and [Horsecross](#);*
- *collaborative working with other Councils, for example, [Cities Alliance](#), [Tay Cities Deal](#) and [Tayside Contracts](#);*
- *[new Community Justice Partnership](#) arrangements;*
- *developing a new [Integrated Children's Services Plan](#), with partners in 2017;*
- *[tackling inequality](#) through our [Fairness Commission](#);*
- *economic development Partnerships, [Perth City Development Board](#) and [Tay Region City Deal](#);*
- *maintaining strong links with the voluntary sector. For example Perth and Kinross Association of Voluntary Services ([PKAVS](#)) is a member of the Community Planning Partnership Board and is the Third Sector Interface for the Perth and Kinross area. PKAVS is also leading on much of the engagement work with local communities, as we expand our locality planning arrangements.*

WHAT'S NEXT

Partnership working - ranging from individual locality level to large scale City Alliances, and national partnerships - will drive public services in the coming years.

We will work with Elected Members, communities and partners to set out Community Planning priority outcomes at strategic/area-wide level in a new Local Outcome Improvement Plan (LOIP) for Perth and Kinross. We will jointly develop, publish and implement the LOIP, to meet Ministers' expected date of October 2017. This work will be led by the Head of Public Service Reform, Culture & Community Development.

Our focus will be on reducing demand in the system through prevention and early intervention to tackle the root causes of social and economic inequality and inter-generational cycles of deprivation and disadvantage. This work will be led by the Senior Depute Chief Executive.

At locality level, new Local Community Planning Partnerships will set out the specific action to address stubborn inequalities. These will be informed by the findings of the Fairness Commission which began work in mid 2016, with the Senior Depute Chief Executive leading on this workstream.

As part of the Public Service Reform programme we will take account of the strengthened statutory responsibilities of Community Planning Partnerships. We will expand our focus on the 'total impact' of integrated services on themes such as 'equalities' and 'community safety', rather than focussing on individual services like housing, education and social care.

Although ongoing evaluation has been undertaken in some areas of Community Planning such as children and families, and through other statutory inspections, further work is required to reach consistency in self-evaluation across all CPP activities. This will be undertaken by the Head of Public Service Reform, Culture & Community Development. Ensuring effective governance arrangements are an important part of our evaluation. There is an opportunity for partnerships to learn from the recent development of governance arrangements for the Integration Joint Board for Health and Social Care.

Joint working at all levels of our partners' organisations will be key to successful outcomes. We need to ensure a shared understanding within the Council, and with our partners, of the issues, challenges and solutions. We are developing a collaborative organisational development approach, led by the Head of Public Service Reform, Culture & Community Development, to work closely with partners to upskill our people in partnership working, to achieve better outcomes.

A new era of collaborative working with other Councils should unlock efficiencies, and allow us to offer services to our communities to an extent that would otherwise be unachievable in the current financial context. The Depute Chief Executive (Sustainability, Strategic & Entrepreneurial Development) will lead on the joint review work to progress new ways of collaborative working.

By 2020 we will:

- *have well-established and effective locality working which brings local public services together with communities to tackle joint priorities;*
- *demonstrate measurable progress in closing the equalities gap across Perth and Kinross through use of data and evidence, to ensure public service resources are targeted at stubborn inequalities and use preventative approaches which break long-term cycles of inequality and deprivation;*
- *ensure continuous improvement in public services through increased collaborative service delivery with our partner local authorities and other Community Planning Partners.*

Appendix 1 details the actions and milestones to achieve these objectives.

OUR STORY SO FAR

We have a strong reputation for the quality of our community engagement, evidenced by a [range of examples](#). There are opportunities for other parts of the organisation to learn from these exemplars of good practice.

Public Service Reform is moving us into an entirely new era, with the new Community Empowerment (Scotland) Act focussing on the achievement of active participation of communities and the requirements for public service agencies to work meaningfully with communities on a locality basis in service design, delivery and improvement.

The Council and its partners are currently building on our positive work to date, by developing community empowerment at a local level. The Council is leading on the establishment of Local Community Planning Partnership (LCPP) arrangements, to allow the [Perth and Kinross CPP](#) to fulfil its new statutory duties. Multi-agency Locality Teams are being created in five defined localities across Perth and Kinross with Chairs and lead officers coming from a range of CPP organisations. These new teams will support local community engagement, and assist in the co-ordination and delivery of priority needs for local areas. To assist with this approach, the Community Empowerment Working Group has set out [principles for community empowerment in local community planning](#).

The Council has also led on other forms of personalisation and engagement, for example [Self-Directed Support](#), which places decisions in the hands of individuals, families and communities about how services can be designed around them.

Participatory budgeting pilots are underway in Perth and Kinross to engage and empower people to use public sector funding to deliver projects that improve outcomes in their communities. The pilots are targeting communities of interest (carers) and communities of geography (Tulloch; Coupar Angus).

WHAT'S NEXT

The role of Elected Members and staff is vital in refreshing our community engagement approach. Investment in organisational development will be central to sharing our priorities, our commitment to jointly tackling local problems, and ensuring all staff are supported in an authorising environment to work together with communities. We will build on excellent examples of community engagement and participation already in place to achieve consistency of approach and to scale up the areas of good practice. Staff who engage with communities will be provided with the tools, skills and autonomy to work in an authorising environment. This work will be led by the Head of Public Service Reform, Culture & Community Development.

We will embed effective locality working by bringing Elected Members, community representatives and public services together to develop shared local priorities and agree how these will be tackled through a 'Plan for Place' in each of the five localities across Perth and Kinross. 'Stories of Place' - the locality profiles which provide key data, evidence and intelligence about locality needs and

priorities - will be the bedrock of the 'Plan for Place' and are being developed on a Wiki platform enabling data and evidence to be updated in real time and accessible to public services and communities alike.

The use of local data will become increasingly important to ensure we understand local needs, and work with service users and local communities to identify priorities and desired outcomes. We will ensure we are making the best use of information resources jointly with Community Planning partners and communities. The Place-Based Scrutiny approach piloted in Blairgowrie & Rattray provides a sound basis for our locality-based approach.

Working with our communities we will develop Locality Plans to address the priorities, and be accountable for progress to the wider community, as well as to the CPP Board. We will support communities to appraise all practical options to meet their needs. This includes examining opportunities to work with and empower communities to deliver services in different ways, and learning lessons from others. We will explore the opportunities to develop participatory budgeting further.

Part of the new approach to engagement has to be effective performance reporting. We need our performance information to demonstrate that our community empowerment approach is securing improved outcomes for localities. Consistent feedback on community information has the potential to transform how we enable public engagement and deliver data to the public and partners, supporting communities to take an active role in community planning. This will be a key part of our ongoing transformation review of performance management.

By 2020 we will:

- *evidence active, self-sustaining and resilient communities across Perth and Kinross working alongside public services to deliver a wide range of local projects and services which benefit individuals and the local community as a whole;*
- *demonstrate measurable improvements in closing the “equality gap” between our most deprived communities and our wealthiest. Emerging issues and challenges, for both communities and public services will be discussed openly, focussing on developing solutions together and empowering communities to support their own needs;*
- *be working effectively with our communities to comprehensively understand the differing needs of each community, and empowering them to develop a local vision, setting priorities, directing budget resource and shaping services;*
- *have clear approaches, used consistently across the organisation for consultation, representation and participation, which reflect the national standards for community engagement, and can demonstrate that our community engagement activity is securing improved outcomes for local people.*

Appendix 1 details the key developments and milestones to achieve these objectives.

OUR STORY SO FAR

Governance and Accountability

We can demonstrate high standards of governance and accountability. We have in place appropriate political and managerial structures and processes to govern decision-making and the exercise of authority, supported by mature and effective relationships between members and officers. Our Annual Governance Statement give assurance to the public, our Elected Members, staff, partner agencies and other stakeholders, that we have effective governance arrangements in place.

The importance of good public sector governance has grown increasingly over the years. Given the financial climate and the increasing demand for services, public services are under scrutiny to ensure that our business is being conducted in accordance with the law and proper standards; and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. An effective governance framework relies on a number of key elements. We are reviewing our governance framework to demonstrate to our stakeholders that our assurance mechanisms are moving with the changing times. Phase 1 of the review is underway.

Proper scrutiny is an essential element of an effective governance framework. Scrutiny and audit functions are key enablers to support better decision-making and service delivery. Our Scrutiny Committee takes a proactive role in identifying areas of activity for further scrutiny or improvement and has to date, undertaken a series of six reviews across various services.

Internal Audit, through the [Council's Audit Committee](#), fulfils a specific role in providing assurance to stakeholders as to financial and operational performance, the management of risk and further supporting and enhancing our public accountability.

A Local Area Network (LAN) of audit, inspection and regulation bodies assess the level of external scrutiny required for each Council, through an annual Shared Risk Assessment (SRA). The LAN has consistently recognised Perth & Kinross Council as a low scrutiny risk. This reflects the scope and maturity of the Council's self-evaluation and performance management arrangements, and its preparedness for the increasingly challenging financial context that it faces. It is also recognised that the Council has a track record in securing improved performance and better outcomes for local people.

Public Performance Reporting

We are committed to effective public performance reporting as a key part of demonstrating public accountability. Performance information is available through our [Performance](#) web pages. Our [Customer Service Standards](#) clearly set out how we will meet the needs of local people. Our [Council plans and reporting](#), which support our service delivery and decision-making, are also available to all our stakeholders through our web pages. [Audit Scotland](#) has identified Perth & Kinross Council as a high performing Council for public performance reporting (PPR), identifying our structured approach to PPR and innovative use of social media to send out performance updates, as best practice.

We will continue to ensure that we use the range of available performance feedback to develop improvement, innovation and service design.

Performance reporting information needs to be open and accessible to our stakeholders, and we have worked hard at improving the quality and presentation of reports such as the Local Government Benchmarking Framework (LGBF), and the Annual Performance Report. Our LGBF report was used by the Improvement Service as a case study exemplar of how the LGBF could be used to learn and improve on public performance reporting. We will make more consistent use of benchmarking data - to understand the reason for variations between our performance and that of other councils (such as policy decisions), and to find the answers where the reasons for variance are less evident.

We acknowledge that improvements can be made in the timeliness, presentation and accessibility of our performance information, and are currently undertaking a Transformation Review of our performance reporting, with principles established for our future performance management aspirations.

WHAT'S NEXT

Governance and Accountability

Governance around local government decision-making and delivery has never been so crucial or complex. As we continue to adapt to changing circumstances and develop more diverse and ambitious ways of working with partners and with our communities, we will continue with further phases of our review of governance, led by the Head of Legal & Governance.

Internal controls are more than a compliance requirement. The purpose of these controls is in fact to enable the organisation to identify and effectively manage risk, thereby supporting the achievement of our outcomes. We need to be more commercially focussed and entrepreneurial in our approach. Audit and scrutiny functions will therefore evolve to strike a better balance between conformance and performance, and should be fundamental elements of an enabling environment, whilst providing the appropriate levels of assurance to stakeholders. This will be a key role for the Head of Legal & Governance, Head of Finance and our Internal Audit team.

Public Performance Reporting

The transformation review of the Council's approach to performance management and Public Performance Reporting will conclude by the end of 2016. This is linked to the transformation open data project, which will change the way in which we share information with the public. This approach not only has the potential to improve public access to information, (including performance reporting), but also to boost collaboration and co-production within the Council, with partner organisations, and with our communities.

By 2020 we will:

- *continue to be widely recognised as an exemplar of good public sector governance, demonstrating excellent financial stewardship and public performance reporting; being open, honest and transparent in our engagement with, and accountability to our stakeholders;*
- *have a clear approach whereby all Elected Members and staff have a shared understanding of how good governance supports an authorising environment, whilst providing appropriate assurance to stakeholders.*

Appendix 1 details the key developments and milestones to achieve these objectives.

OUR STORY SO FAR

Customer Focus and Responsiveness

We can demonstrate areas of excellent practice in customer/citizen engagement. Some gaps exist in a small number of service areas and this is being addressed. The key issue is transparency of how activity is reported, and contributes to improvements in service planning and delivery, taking account of customer feedback. This is an important element of our annual Business Management and Improvement Planning.

We operate to an established set of [Customer Service Standards](#). We have well-established systems for monitoring performance and continue to develop these.

Performance Management

We are able to demonstrate significantly improved outcomes for citizens and more effective and efficient services as a consequence of performance management and continuous improvement. The Council’s performance management framework is comprehensive and integrated with service planning and delivery. It allows the scrutiny of performance against our key priorities and objectives.

Business Management and Improvement Plans (BMIPs) set the direction for services’ focus in keeping with the Community Planning Partnership’s shared vision and priorities for the area, previous performance and customer feedback.

The ‘[How Good is our Council?](#)’ self-evaluation tool is an important component of our corporate improvement framework.

Managing our performance data is under review with the objective of having a shared, streamlined approach for performance management across all levels of the organisation, so that information is captured once, and communicated to the appropriate audiences, without duplication of inputting - in a format appropriate to the intended audience.

Efficiency

We have a strong track record in managing our finances and delivering efficiency savings. We demonstrate our efficiency activity via our annual efficiency statement. We have also prepared ourselves for the future by maintaining recurring revenue budget headroom (excesses of income over expenditure) to cushion the anticipated tough financial settlements over the short to medium term, and also through the development of our transformation change programme.

Competiveness

We use benchmarking to examine the cost and performance of our services, to understand variation between ourselves and others, and to help inform our continuous improvement. We are involved in a wide range of formal and informal benchmarking with other Councils which includes the national [Local Government Benchmarking Framework](#) (LGBF) family groups, as well as benchmarking groups

through the Association of Public Service Excellence and the Chartered Institute of Public Finance and Accountancy. We have placed a greater commercial focus on procurement and commissioning, with the developments of a Procurement Strategy and new approach to commissioning through Health and Social Care Integration, and have reviewed our commissioning arrangements with the Arm’s Length Trusts, Horsecross and Live Active Leisure. We have also revised our Following the Public Pound guidance, to ensure we maximise the value we derive from the goods, services and works we commission.

Risk Management

The Council’s [Risk Management Framework](#) ensures that Corporate Business Risks and Service Risks are reviewed and updated regularly to ensure they are controlled effectively, to reduce the frequency of risk events occurring and minimise the severity of the consequences if they do occur. The [Corporate Risk Management Strategy](#) includes the key risks associated with the delivery of the Community Plan and Corporate Plan. Service Risk Profiles include more detailed service level risks and these are managed by Service Management Teams. Risk management at a project level is a key element of the Council’s project management methodology. The changing context means we will need a fresh approach to our risk management framework, and we commissioned an Internal Audit study of our current risk arrangements, to help inform our review of this activity.

WHAT’S NEXT

Customer Focus and Responsiveness

We will continue to develop our systematic approach to customer engagement. Performance standards need to be refreshed to reflect customer insight information. We will:

- *complete the circle of customer/community engagement and ensure that findings and actions are reported or otherwise made available to those who engaged;*
- *evidence clearly how the results of customer/community engagement have been used to improve strategy or service delivery;*
- *improve the consistency of engagement activity, which remains variable across the organisation.*

Reporting on customer engagement needs to be integrated with overall reporting and a revised portal on our website will be developed to demonstrate our customer responsiveness.

Performance Management

It is important that Elected Members have clearly understandable and up-to-date information available online to help them make decisions and scrutinise effectively. We will modernise our performance information and service data to make it easier for Elected Members, our partners and our communities to readily access our current performance and other Council information across all services. This will improve accountability, scrutiny and also help support decision making at all levels in the organisation.

Efficiency

Improving productivity across the organisation through implementation of our Transformation Programme, Corporate Organisational Development Framework and other initiatives will ensure that efficiency is led within the organisation, as part of the wider transformation and modernisation agenda.

Competitiveness

Benchmarking is still variable within the Council. We need to develop a more robust approach to competitiveness consistently across the organisation which more effectively utilises benchmarking, options appraisal, strategic commissioning and procurement. We will use the Local Government Benchmarking Framework and other comparison opportunities as a basis to learn from the best, to support our improvement, develop more efficient methods, and import innovative solutions into our own transformations.

Risk Management

With the scale of the challenges in public service we need to create an authorising culture to encourage and promote entrepreneurial responsibility. Our new approach to risk management should clearly set out the culture and appetite for risk the Council is prepared to accept. Balancing the creativity and confidence of individuals, with enabling governance and clear risk management, will create an authorising environment where decisions and responsibility are devolved to the most appropriate level in the organisation.

By 2020 we will:

- *continue to demonstrate robust customer engagement consistently across the organisation, which is systematically integrated into future strategy, service planning and public performance reporting;*
- *show systematic use of benchmarking information across the organisation to learn from the best, and drive our continuous improvement agenda;*
- *develop an organisation-wide approach to risk management which balances confidence to make changes, whilst maintaining appropriate controls and governance;*
- *demonstrate performance management and reporting arrangements that are clear, easily accessible for all our stakeholders and support service delivery and prioritisation of resources, as well as providing robust challenge and scrutiny at the appropriate level in the organisation.*

Appendix 1 details the key developments and milestones to achieve these objectives.

OUR STORY SO FAR

Managing People

People remain at the heart of everything we do, and what sets us apart as a Council, is our ongoing commitment to acknowledging and maintaining a collective focus on the connection between leadership, employee engagement and organisational culture. To support this, we have developed a strategic approach to people management which is set out within the recent annual workforce report to the Council in [May 2016](#), the [Corporate Workforce Plan, 2013-2018](#) and the [Corporate Organisational Development Framework](#). Linked to the Council's Transformation Strategy, these proposals sets out our blueprint for becoming a learning and agile Council.

Our success in managing and developing our workforce is in large part due to our partnership of working effectively with both our employees and the trade unions which represent our employees. We maintain a positive employee relations climate through engaging trade union officers in early and ongoing dialogue in strategic workforce matters, including the annual revenue budget setting process and the transformation programme. Working together with employees and Trade Unions will be a continuing feature of how we lead and manage our people.

Financial Management

This is an area of strength within the Council. The Council's financial position is currently sustainable and we have managed to significantly increase our reserves over the past five years. The Medium Term Financial Plan sets out the challenges for the next three years and is the basis on which the current three year provisional revenue budget (2016-19) has been prepared. The level of reserves that we hold is clearly informed by an annually reviewed reserves policy. Considerable progress has been made with capital finance in recent years including the management and procurement of capital projects.

Asset Management

Focussing on the best use of our physical assets - properties, roads, vehicles, public space and technology equipment - through an asset management approach, ensures resources are targeted at priorities, and improves our efficiency.

We have a Corporate Asset Management Plan and individual asset streams have approved asset management plans. For example, the [Road Asset Management Plan](#) and [Fleet Asset Management Plan](#). Asset management projects feature significantly in the Council's Transformation Programme, with the Property Transformation Review and the Securing the Future of the School Estate Transformation Review scheduled to optimise the use of the Council's property portfolio, and deliver recurring savings of approximately £2m per annum.

Procurement

We spend £200m each year with third party suppliers, including commissioned services, and the procurement of goods and services. The Council has demonstrated its commitment to ensuring best value in procurement. Our [Procurement Strategy and Action Plan](#) were approved in December

2015, and as part of the Council's [Building Ambition Transformation Strategy](#), our Procurement Reform Transformation Review is projected to achieve £2.5m recurring savings by 2019/20. Collaborative partnerships are a key part of maximising efficiencies in procurement processes and outcomes, and we are involved in several of these arrangements, including the Tayside Procurement Consortium and Scotland Excel.

ICT

Across the public and private sectors, transformation is driving investment in new technologies with the aim of delivering better services at reduced cost. We are currently refreshing our ICT priorities because of the rapid pace of technological change, and because people's expectations of our public services are changing fundamentally. The Council's new Digital Strategy recognises the importance of ICT as an enabler for organisational change.

Our ICT ambitions are reflected in our current transformation projects around digital engagement and open data sharing, as well as collaborative working with other Councils and public services around the Digital Scotland agenda.

Our future complex organisational arrangements will need a similar level of sophisticated and flexible support from our ICT provision. National ambitions for sharing with partners outwith the organisation are also increasing, with expectations that we will deliver more services collaboratively, systematically and electronically.

WHAT'S NEXT

People

We will continue our workforce management and development initiatives, to ensure that we build on current practices to remain a change-ready organisation, with a positive workplace culture, and employees who proactively influence change. We will continue to support learning as fundamental to our ability to grow and change, and develop our approach to workforce planning to clarify the numbers and skills of staff needed in the future. We will ensure that we have the right people, with the right skills, knowledge and experience, in the right place, at the right time. We will focus on transforming the organisation by encouraging new ways of thinking and working, and ensuring that Elected Members are supported effectively in making the difficult decisions which lie ahead. We will maintain our positive workplace relationships, through ongoing communications and engagement with staff and Trade Unions, and through promoting the principles of Fair Work.

Changes in how public services are delivered will continue to influence the composition and size of our workforce. We need to ensure that we manage the risks of relying on smaller numbers of individual officers with an increasingly wide range of responsibilities. We have difficulties in recruiting and retaining people in some key roles. Therefore we will have to develop the skills of our existing staff and/or find new ways to attract people with the specialist skills we need. This highlights the importance of succession plans as part of workforce planning to avoid losing essential skills and knowledge, particularly when considering further changes in staffing numbers.

We will simplify job structures, leading to more flexible role profiles, which will provide benefits for employees and the organisation, as we seek to protect our staff from reshaping our workforce numbers. This will enhance job security for staff, meaning they can be deployed with a wider role to meet service demands. It also creates more visible career paths so that staff know what is required for roles they may aspire to take on in future.

Our Job Design proposals will focus on creating roles which allow effective skills use, autonomy, opportunities to solve problems and to make a difference. This is an important tool in motivating employees to give their best at work. We want to create a more positive and dynamic approach to employees changing roles within the Council, by establishing Recruit Within - an alternative recruitment solution which will facilitate the efficient movement of staff and maximise workforce flexibility. It will encourage learning, and also preparing employees for new roles and responsibilities which will reduce the requirement for external recruitment.

These changes will be led by the Depute Chief Executive (Corporate & Community Development Services) with support from the Corporate Human Resources Manager.

Finance

The challenging financial environment, together with changing demographics and rising demands on services, means that effective medium-term and longer-term financial planning is critical for the Council as we need to plan for a range of possibilities. The Head of Finance will continue to update and refine the Medium-Term Financial Plan to ensure that we are supporting Elected Members in making informed, evidence-based decisions on future expenditure priorities.

We need to continue holding a comprehensive understanding of budget savings proposals, transformation projects and workforce management arrangements - and that all three are aligned into one set of budget proposals.

Our funding will change - future funding may be linked more directly to local economic growth, establishing propositions and 'asks' to government, and also sharing resources with communities, which will have a greater role in determination of their funding and other assets, through additional powers under community empowerment legislation. We need to be alive to these changes and opportunities. This is a key role for the Head of Finance.

Assets

We need to ensure that we maintain an effective corporate approach to asset management. A new Asset Management Plan for the Council will be a key part of that approach, led by the Depute Chief Executive (Sustainability, Strategic & Entrepreneurial Development). We also need to take into account how we will facilitate and support community asset transfer, as required by the new Community Engagement (Scotland) Act, should communities make such requests to the Council.

Procurement

Through our ongoing work with the Procurement Strategy, Transformation Review and collaborative working we will release capacity and resources, rebalancing procurement and commissioning from cost efficiency, to effectiveness - taking into account the power of effective procurement to lever community benefits, to generate sustainable economic growth, and also drive economies of scale savings, through collaborative procurements with other organisations. This work will be led by the Head of Strategic Commissioning & Organisational Development.

ICT

ICT is a vital enabler of change and a strategic driver for improvements. This will be developed in a coherent way across the Council by the Head of Corporate IT & Revenues, with a 'One Council, One Best Way' strategic approach to ICT. To make sure that our ICT can properly grow as a shared corporate resource, to improve outcomes and add value across the organisation, we need to plan for developing a digital environment within the Council, where our wider culture and approaches for using technology are key enablers for organisational change. We also need to ensure that ICT choices are 'future proof' for the complex service delivery models we will be engaged in with our partners.

Implementing our digital strategy will ensure we are focussed on getting the right information to the right people (including staff), in the right place, at the right time, so that they can access our services when and where they need. It challenges us to think about 'our ICT, not my ICT' where the goal is single, integrated, whole Council solutions which use common standards to share across functions and organisational boundaries, taking account of the Digital Scotland national agenda.

There is an opportunity for us to make greater use of technology in our communications, through channels such as social media and video messaging. These opportunities can help us deliver effective, clear, modern alternatives to traditional communications methods, to maintain dialogue with Elected Members, staff and our communities. We need to invest in the skills and technology to offer these opportunities wider within the Council.

As we increasingly rely on ICT as an enabler of more streamlined services, we need to ensure that the support we offer does not become an impediment to effective services. ICT and information management should be supportive and intuitive for the user and should assist more efficient service delivery. We also need to make sure that no one gets left behind, as we advance our digital activity.

By 2020 we will:

- *be managing a more complex operating environment, by evolving our approach as a change-ready organisation with a positive workplace culture and employees who proactively influence change;*
- *continue to have a strong awareness of the medium-term and longer-term financial horizon, and be prepared to address the issues which arise, to support members in making decisions on future budgets;*
- *have a refreshed approach to asset management including supporting appropriate community asset transfers, with a new corporate asset management plan, which is directing resources to areas of greatest priority;*
- *be managing the supply chain for all third party suppliers, to maximise both financial savings and community benefits;*
- *demonstrate the success of our ICT as an enabler of change and service delivery, which gets the right information to the right people, in the right place at the right time, so that they can easily access our services when and where they need.*

Appendix 1 details the key developments and milestones to achieve these objectives.

SUPPORTING OUR AMBITION –
CORPORATE & DEMOCRATIC SERVICES

A key part of our future success is the role of our Corporate & Democratic Services and other corporate activities which form the backbone of support to the organisation. These services will be key influencers and enablers in delivering many of the objectives of this Business Plan, which will in turn support us meeting the priorities of the Council.

Democratic Services have a valuable role in supporting Elected Members, and enabling the democratic and decision-making processes of the Council and our other partnership arrangements, including Community Councils. The team upholds the delivery of elections and referenda, as well as leading on the Council’s approach to communications, engaging with the media and graphic design services.

Finance Services support the Council in meeting the challenge of delivering excellent services during a time of financial constraint, by ensuring sound financial stewardship through activities such as the development of budget strategy, and monitoring of the Council’s revenue and capital budgets. The team also facilitates the governance of the Council through Internal Audit, and supports colleagues throughout the organisation via important services such as payroll, employee support and recruitment.

Human Resources have a key role in reshaping the workforce, promoting modern ways of working, developing talent within the workforce, facilitating service re-design and transformation, as well as building a high performing culture through our people, by promoting a positive approach to individual performance, attendance, health and wellbeing.

IT has a crucial role supporting the Council in the drive for service improvement, generation of efficiencies and delivery of business transformation by exploiting the opportunities made possible by new and enhanced ICT capabilities, whilst delivering responsive, cost-effective and reliable ICT provision, to support frontline service delivery.

Legal & Governance Services provide professional legal advice and advocacy services for the Council across all functions and assurance that the organisation is operating legally, complying with national policy and standards and has in place a robust governance framework and effective internal controls to ensure that the Council achieves its defined outcomes, in a highly dynamic environment, and with increasing levels of challenge and scrutiny.

Public Service Reform, Cultural & Community Development delivers strategic policy advice to the Council and the Community Planning Partnership on public service reform including Community Planning and Community Empowerment. This team oversees delivery of Communities’ services including adult and family learning, community capacity building and Gaelic development. It is responsible for strategic commissioning of culture and sport provision from Arm’s Length External Organisations (ALEOs) and other key partners. It includes the UK City of Culture Bid Team.

Strategic Commissioning & Organisational Development provide a clear corporate focus for driving innovation and improvements in service delivery across the organisation, through strategic planning, enabling organisational development, influencing transformation, as well as maximising efficiencies and benefits from our corporate procurement activity.

MEASURING OUR PROGRESS

Each action arising from this Plan has a lead officer, tasked with achieving that action, to drive the improvement required to meet the objectives set out in this Business Plan. Challenge, scrutiny and support for the Action Plan will be provided by:

Executive Officer Team	As a standing item on the agenda on the Transformation, Change & Organisational Development agenda (8 weekly)
Modernising Governance Member Officer Working Group (MOWG)	Update at MOWG, preceding SP&R Committee (see below)
Strategic Policy & Resources Committee	Update as an agenda item at regular meetings
Scrutiny Committee	Update as an agenda item, following reporting to SP&R Committee on same frequency as SP&R Committee
Council	Annual report

There are considerable overlaps between the Business Plan actions and the Council’s Annual Governance Statement, and it is proposed to report these jointly in the future.

COMMUNICATIONS AND ENGAGEMENT

Many elements of the Business Plan emphasise the importance of developing a shared understanding of the context in which we are operating, the imperative for change, and the need to work together to tackle the challenges, increasing the pace of continuous improvement, and achieving the outcomes we want for our communities.

Therefore engagement will take place across the organisation on the key points of the Business Plan to support the development of our shared understanding. We will develop a Communications Plan to share the information across the organisation and with our partners.

This communication will also help engage members and staff in preparation for the next round of self-evaluations and service planning, which will in turn highlight further priorities and actions for future versions of this Business Plan and our other organisational plans.

DEVELOPMENT PLAN

Year 1 Plan (2016/17)

REF	DEVELOPMENT ACTIVITY	LEAD RESPONSIBILITY	DELIVERY TIMESCALE
Vision & Strategic Direction			
1.1	Develop the Elected Member Development Programme to reflect the changing context of local government.	Head of Democratic Services & Head of Strategic Commissioning & Organisational Development	August 2016
1.2	Devise Induction Programme for the new Council.	Head of Democratic Services	March 2017
1.3	Develop a staged plan to deliver our joint resourcing approach with Community Planning partners.	Senior Depute Chief Executive, (Equality, Community Planning & Public Services Reform)	December 2016
1.4	Develop and implement a range of revised Leadership Development Programmes for leaders/ managers within the organisation.	Head of Strategic Commissioning & Organisational Development	October 2016
1.5	Integrate ‘Learn, Innovate, Grow’ into key organisational policies and processes, to support the development of an authorising environment.	Head of Strategic Commissioning & Organisationa Development	December 2016
1.6	Promote and implement ‘Learn, Innovate, Grow’ as a methodology to support the initiation of Transformation Reviews, and/or as a means to support thinking around new ways of working.	Head of Strategic Commissioning & Organisational Development	August 2016 & ongoing

APPENDIX 1

REF	DEVELOPMENT ACTIVITY	LEAD RESPONSIBILITY	DELIVERY TIMESCALE
Partnership Working and Community Leadership			
2.1	Progress the collaborative transformation review programme with neighbouring local authorities.	Depute Chief Executive, (Sustainability, Strategic & Entrepreneurial Development)	Within individual timescales for each review
2.2	Develop a shared approach to organisational development between Community Planning partners, for effective partnership working to tackle joint priorities.	Head of Public Service Reform, Culture & Community Development	December 2016
2.3	Report the findings of the Perth and Kinross Fairness Commission.	Senior Depute Chief Executive, (Equality, Community Planning & Public Services Reform)	March 2017
2.4	Undertake ongoing self-evaluation of our key Community Planning partnerships, including governance arrangements.	Head of Public Service Reform, Culture & Community Development/Head of Legal & Governance	March 2017
Community Engagement			
3.1	Introduce and maintain 'Stories of Place' to engage with and share information with local communities.	Head of Public Service Reform, Culture & Community Development	July 2016
3.2	Embed local Community Planning partnership groups across five localities which focus on tackling stubborn inequalities.	Head of Public Service Reform, Culture & Community Development	October 2016

APPENDIX 1

REF	DEVELOPMENT ACTIVITY	LEAD RESPONSIBILITY	DELIVERY TIMESCALE
Governance and Accountability			
4.1	Review the Council's Governance Framework - phase 2 and 3.	Head of Legal & Governance	March 2017
4.2	Review the role and remit of the Audit and Scrutiny functions within the organisation to ensure that they support the achievement of the Council's objectives, in the new operating environment.	Head of Democratic Services/ Head of Legal & Governance	November 2016
4.3	Review existing funding arrangements currently operating under 'Following the Public Pound' guidance to ensure that these are conforming to current procurement requirements.	Head of Legal & Governance	March 2017
4.4	Revise the Council's Contract Rules to provide more clarity and transparency in respect of our contracted spend.	Head of Strategic Commissioning & Organisational Development/ Head of Legal & Governance	March 2017
4.5	Review our information management arrangements to ensure that these are adequate to meet the forthcoming requirement of the new Data Protection Regulation.	Head of Legal & Governance	March 2017
4.6	Implement our Records Management Improvement Plan to improve the integrity and accessibility of our corporate information - pilot within services.	Head of Legal & Governance	March 2017
4.7	Review the Council's approach to self-evaluation to incorporate our 'Learn, Innovate, Grow' Organisational Development Framework, encourage better stakeholder feedback and give a broader assessment of our performance.	Head of Strategic Commissioning & Organisational Development	December 2016

REF	DEVELOPMENT ACTIVITY	LEAD RESPONSIBILITY	DELIVERY TIMESCALE
Performance Management and Improvement			
5.1	Further develop a systematic approach to customer engagement, including reporting arrangements which are consistent across the organisation.	Depute Chief Executive (Corporate & Community Development Services)	December 2016
5.2	Further develop a systematic approach to benchmarking across the organisation.	Head of Strategic Commissioning and Organisational Development	December 2016
5.3	Reshape the organisation's approach to risk management through a revised risk strategy.	Head of Strategic Commissioning & Organisational Development	October 2016
Use of Resources			
6.1	Update and refine the Medium-Term Financial Plan on a rolling basis.	Head of Finance	By December each year
6.2	Implement the Council's Digital Strategy.	Head of Revenues & ICT	Timescales as detailed in the Strategy
6.3	Implement a more systematic approach to workforce planning across Services.	Corporate Human Resources Manager	March 2017

DEVELOPMENT PLAN

Year 2 Plan (2017/2018)

REF	DEVELOPMENT ACTIVITY	LEAD RESPONSIBILITY	DELIVERY TIMESCALE
Vision and Strategic Direction			
1.1	Develop a new Corporate Plan, for the period 2018 onwards.	Head of Strategic Commissioning & Organisational Development	October 2017
1.2	Implement and assess Elected Member induction and development programme to meet requirements for new Elected Members post May 2017.	Head of Democratic Services	August 2017
1.3	Assess the effectiveness of the Transformation Programme - develop new Programme around lessons learned.	Head of Strategic Commissioning & Organisational Development	June 2017
1.4	Develop a new three year Transformation Programme, effective from 2018/2019 onwards.	Head of Strategic Commissioning & Organisational Development	November 2017
1.5	Evaluate the levels of understanding across the organisation of: <ul style="list-style-type: none"> (a) <i>the changing environment</i> (b) <i>our Community Plan/Corporate Plan priorities</i> (c) <i>'Learn Innovate Grow' approach</i> 	Head of Strategic Commissioning & Organisational Development	January 2018
1.6	Review re-shaped senior management arrangements to ensure they remain fit for purpose.	Corporate Human Resources Manager	November 2017

REF	DEVELOPMENT ACTIVITY	LEAD RESPONSIBILITY	DELIVERY TIMESCALE
Partnership Working and Community Leadership			
2.1	Develop a statutory Local Outcome Improvement Plan.	Head of Public Service Reform, Culture & Community Development	October 2017
2.2	Develop local plans to tackle stubborn inequalities in local communities.	Head of Public Service Reform, Culture & Community Development	December 2017
2.3	Evaluate first year of health & social care integration.	Depute Chief Executive (Corporate & Community Development Services)	August 2017
Community Engagement			
3.1	Develop and implement programme of actions arising from the Fairness Convention to reduce inequalities at locality level.	Senior Depute Chief Executive, (Equality, Community Planning & Public Services Reform)	Commencing March 2017
3.2	Introduce proposals for participatory budgets with communities.	Head of Public Service Reform, Culture & Community Development	June 2017
3.3	Review the implementation of consistent standards for community engagement, consultation and participation across the Council.	Head of Public Service Reform, Culture & Community Development	September 2017
Governance and Accountability			
4.1	Evaluation of progress in the development of an 'authorising environment'.	Depute Chief Executive (Corporate & Community Development Services)	June 2017
4.2	Implement revised approach to self-evaluation.	Head of Strategic Commissioning & Organisational Development	February 2017
4.3	Rollout phase one of new digital records management arrangements.	Head of Legal & Governance	March 2018
4.4	Develop a new overarching Asset Management Plan for the Council.	Head of Performance & Resources (TES)	September 2017
Use of Resources			
6.1	Implement the enabling HR projects relating to Job Families, Recruit Within, Job and Organisation Design, Agile Working.	Corporate Human Resources Manager	March 2018

DEVELOPMENT PLAN

Year 3 Plan (2018/2019)

REF	DEVELOPMENT ACTIVITY	LEAD RESPONSIBILITY	DELIVERY TIMESCALE
Vision and Strategic Direction			
1.1	Evaluate Elected Member development, and implement identified areas of improvement.	Head of Democratic Services	August 2018
1.2	Review Leadership Development Programmes.	Head of Strategic Commissioning & Organisational Development	June 2018
1.3	Evaluation of the 'Learn Innovate Grow' approach across the Council.	Head of Strategic Commissioning & Organisational Development	October 2018
Partnership Working and Community Leadership			
2.1	Review impacts of first year of Local Outcome Improvement Plan.	Head of Public Service Reform, Culture & Community Development	December 2018
2.2	Review effectiveness of partnership working across the Community Planning Partnership.	Head of Public Service Reform, Culture & Community Development	August 2018
Community Engagement			
3.1	Develop a systematic feedback approach for communities to be incorporated into our self-evaluations.	Head of Strategic Commissioning & Organisational Development	June 2018
Governance and Accountability			
4.1	Evaluate the Council's Internal Audit approach in supporting the balance between the authorising environment, and effective governance controls.	Head of Legal & Governance	December 2018
Performance Management and Improvement			
5.1	Evaluate our revised approach to risk, to identify whether it has been successful in supporting the authorising environment culture.	Head of Strategic Commissioning & Organisational Development	December 2018
Use of Resources			
6.1	Review our approach to asset management, and alignment to financial planning, and workforce.	Depute Chief Executive (Corporate & Community Development Services)	September 2018

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