PERTH & KINROSS COUNCIL

Securing the future… • *Improving services* • *Enhancing quality of life* • *Making the best use of public resources*

Council Building
2 High Street
Perth
PH1 5PH

13 September 2018

A Meeting of the **Scrutiny Committee** will be held in **the Council Chamber, 2 High Street, Perth, PH1 5PH** on **Wednesday, 12 September 2018** at **14:00**.

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

KAREN REID
Chief Executive

Those attending the meeting are requested to ensure that all electronic equipment is in silent mode.

Please note that the meeting will be recorded and will be publicly available on the Council's website following the meeting.

Members:
Councillor Grant Laing (Convener)
Councillor Sheila McCole (Vice-Convener)
Councillor Chris Ahern
Councillor Michael Barnacle
Councillor Harry Coates
Councillor Dave Doogan
Councillor David Illingworth
Councillor Tom McEwan
Councillor Andrew Parrott
Councillor Callum Purves
Councillor Colin Stewart

Scrutiny Committee

Wednesday, 12 September 2018

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**	
2	**DECLARATIONS OF INTEREST**	
3	**MINUTE OF MEETING OF THE SCRUTINY COMMITTEE OF 13 JUNE 2018 FOR APPROVAL AND SIGNATURE** (copy herewith)	**5 - 8**
4	**UPDATE BY ARMS-LENGTH EXTERNAL ORGANISATIONS** (i) Culture Perth and Kinross	
5	**EDUCATION AND CHILDREN'S SERVICES IMPROVEMENT PLAN 2018-19** Report by Executive Director (Education and Children's Services) (copy herewith 18/246) **Note:** The above report was also submitted to the Lifelong Learning Committee on 22 August 2018 and the Housing and Communities Committee on 22 August 2018.	**9 - 32**
6	**HOUSING AND ENVIRONMENT BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2018-19** Report by Executive Director (Housing and Environment) (copy herewith 18/253) **Note:** The above report was also submitted to the Housing and Communities Committee on 22 August 2018 and the Environment and Infrastructure Committee on 5 September 2018.	**33 - 68**
7	**CORPORATE AND DEMOCRATIC SERVICES BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2018-21** Report by Depute Chief Executive (copy herewith 18/287) **Note:** The above report will also submitted to the Strategic Policy and Resources Committee on 12 September 2018	**69 - 98**
8	**SUMMARY OF FINDINGS FROM BEST VALUE ASSURANCE REPORTS: EAST RENFREWSHIRE COUNCIL, WEST LOTHIAN COUNCIL, ORKNEY ISLAND COUNCIL, CLACKMANNANSHIRE COUNCIL, FIFE COUNCIL AND EAST AYRSHIRE COUNCIL** Report by Head of Strategic Commissioning and Organisation Development (copy herewith 18/289)	**99 - 114**

9 SIXTH SCRUTINY REPORT: PLANNING ENFORCEMENT - ANNUAL PLANNING ENFORCEMENT REPORT **115 - 120**

Report by Executive Director (Housing and Environment) (copy herewith 18/290)

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.
You can also send us a text message on 07824 498145.
All Council Services can offer a telephone translation facility.

SCRUTINY COMMITTEE

Minute of meeting of the Scrutiny Committee held in the Council Chamber, 2 High Street, Perth on Wednesday 13 June 2018 at 2.00pm.

Present: Councillors G Laing, S McCole, H Anderson, H Coates (from Art. ** (Item 5) onwards), S Donaldson (substituting for Councillor H Anderson), J Duff (substituting for Councillor C Ahern), D Illingworth, A Parrott, C Purves, C Stewart and M Williamson (substituting for Councillor D Doogan).

In Attendance: B Renton (Executive Director, Housing and Environment); S Devlin (Executive Director, Education and Children's Services); C Mailer and K Sharpe (Housing and Environment); C Flynn, F Robertson, L Simpson, D Williams and L Aitchison (all Corporate and Democratic Services).

Apologies: Councillors C Ahern, H Anderson and D Doogan.

Councillor G Laing, Convener, Presiding.

. WELCOME AND APOLOGIES

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

. DECLARATIONS OF INTEREST

Councillor H Coates declared a non-financial interest in Art. (Item 4(i)).

. MINUTE OF THE MEETING OF THE SCRUTINY COMMITTEE OF 18 APRIL 2018

The minute of meeting of the Scrutiny Committee of 18 April 2018 (Arts.201-208) was submitted, approved as a correct record and authorised for signature.

. UPDATE BY ARMS' LENGTH EXTERNAL ORGANISATION

(i) Horsecross Arts Ltd.

J Elles, Vice-Chair; M Griffiths, Chief Executive; and K McKenzie, Finance Director, Horsecross Ats Ltd., provided a verbal update on progress with the budgeting process; programming and expected income from programming; artistic achievements; and answered members' questions.

Members sought assurance on matters such as: funding for artistic activities; progress post-theatre refurbishment; governance of the board; widening the appeal of artistic programmes.

The Convener thanked the representatives of Horsecross Arts Ltd. for their attendance and they left the meeting at this point.

F ROBERTSON LEFT THE MEETING AT THIS POINT.

COUNCILLOR H COATES ENTERED THE MEETING AT THIS POINT.

. FOI PERFORMANCE REPORT 2017-18

There was submitted a report by the Head of Legal and Governance Services (18/191) 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 2017-18. The report also provided an overview of some of the Council's other information-related activities.

In response to a question from Councillor Donaldson regarding the Council's preparedness for Subject Access Requests under the General Data Protection Regulation, L Simpson, Head of Legal and Governance Services, informed members that the Council had been dealing with Subject Access Requests for a long period of time. L Simpson further advised that, to date, the Council had received no Subject Access Requests since the implementation of the General Data Protection Regulation in May 2018.

In response to a query from Councillor Purves regarding the availability of information prior to any Freedom of Information requests, L Simpson assured members that Council Services are encouraged to make as much information as possible publically available.

Resolved:

(i) The Council's performance in respect of processing requests under Freedom of Information (Scotland) Act 2002 continues to be good although slightly below target for 2017-18, be noted.

(ii) It be noted that the Freedom of Information (Scotland) Act 2002 helps to provide assurance of openness and transparency to the public in their dealings with the Council and it is essential that this service continues to operate to a high standard.

(iii) The Council's performance in respect of processing subject access requests under the Data Protection Act 1998 and the challenge that the breadth and complexity of these requests presents in achieving compliance with the statutory timescales, be noted.

(iv) The Council's policy on directed surveillance and interception of communications, be noted.

. HOUSING AND ADULT SOCIAL CARE COMPLAINTS AND CUSTOMER FEEDBACK

There was submitted a report by the Executive Director (Housing and Environment) (18/163) providing details of complaints received between 1 April 2017 and 31 March 2018 across Housing and Adult Social Care. Information on the number of Stage 1 and Stage 2 complaints received was also detailed, with examples of feedback from customer satisfaction surveys. The report also provided an overview of actions taken to improve services as a result of customer feedback.

In response to a query from Councillor Laing regarding the impact of transformation, C Mailer informed members that ‘how-to videos had been made available online along with online repairsreporting, and there was a large amount of interaction with Council tenants regarding repairs, adding that there had been good feedback from a survey of tenants. In response to a query from Councillor Coates regarding feedback on ‘how-to’ repairs, C Mailer informed members that there had be a satisfaction level in excess of 90% on these videos amongst tenants.

Councillor Illingworth commented that complaints should be welcomed as a means of first-hand evidence, and that a slight rise in complaints shouldn’t be seen as a negative. Councillor McCole later echoed the sentiments of Councillor Illingworth’s comments, also expressing the importance of one to one contact in Social Work.

Resolved:
The contents of Report 18/163, be noted.

C MAILER AND K SHARPE LEFT THE MEETING AT THIS POINT

. ANNUAL GOVERNANCE STATEMENT 2017/18

There was submitted a report by the Head of Legal and Governance Services (18/192) seeking the approval of the Annual Governance Statement for the financial year 2017/18, which provides assurance as to the effectiveness of the Council’s governance framework and in particular the system of internal control.

In response to a query from Councillor Stewart, L Simpson informed members that the purpose of the Annual Governance Statement was to provide assurance to elected members, and followed the CIPFA framework.

Resolved:
The contents of Report 18/192, be noted.

~~~~~~
~~~~~~

PERTH AND KINROSS COUNCIL

Lifelong Learning Committee
22 August 2018

Scrutiny Committee
12 September 2018

Education and Children's Services Improvement Plan 2018-19

Report by Executive Director (Education and Children's Services) (Report No. 18/246)

PURPOSE OF REPORT

This Improvement Plan, previously presented as part of a combined Business Management and Improvement Plan and Annual Performance Report (BMIP), is a summary of the key priorities for Education and Children's Services for the year ahead.

1. BACKGROUND / MAIN ISSUES

1.1 Service Business Management and Improvement Plans and Annual Performance Reports are a core element of the Council's Service Planning Framework. In previous years they have been presented as a single document.

1.2 This year the decision was taken corporately to separate the reports, and the Annual Performance Report was presented to Perth and Kinross Council on 20 June 2018 (Report 18/213 Appendix 1).

1.3 This report presents the Education and Children's Services Improvement Plan for the period 2018-19, and sets out the key Service priorities which will be delivered to ensure better outcomes and contribute to the delivery of the Council's strategic objectives and the objectives of the Tayside Plan for Children, Young People and Families 2017-2020.

1.4 This report also incorporates the recommendations and areas for improvement identified in the recent Joint Inspection of Services for children and young people in Perth & Kinross.

1.5 Criminal Justice Services transferred to Education and Children's Services in April 2018, and therefore the priority actions for Criminal Justice Services are now included within the Education and Children's Services Improvement Plan (page 17 of the report Appendix 1). Oversight of this function is delegated to the Housing and Communities Committee, therefore the priority actions for Criminal Justice Services as set out in the Education and Children's Services

Improvement Plan 2018-19 will be submitted to the Housing and Communities Committee for approval.

2. PROPOSALS

2.1 To ensure that we continue to improve outcomes and that we have the capacity to respond effectively to increasing demand within a challenging financial and policy environment, the Improvement Plan sets out the key areas of focus for the year ahead, which include: Early Learning and Childcare, Getting It Right For Every Child; Raising Attainment for All and Developing Scotland's Young Workforce.

2.2 The Service also has an ambitious programme of transformation projects linked to the four pillars of public sector reform, incorporating service review and design, workforce development, asset management and stakeholder engagement.

2.3 Criminal Justice Services have a robust programme of improvement work to deliver the joint community planning/ community justice outcomes which will improve the quality of life for our citizens, especially those who suffer from inequality of service and opportunity.

3. CONCLUSION AND RECOMMENDATION(S)

3.1 The Education and Children's Services Improvement Plan 2018-19 sets out how the Service will take forward the Council's strategic objectives and the objectives of the Tayside Plan for Children, Young People and Families 2017-2020.

3.2 It is recommended that the Lifelong Learning Committee:

(i) Approves the Education and Children's Services Improvement Plan 2018-19 for its specific areas of interest.

(ii) Notes that the relevant section of the Improvement Plan relating to Criminal Justice Services, as set out in Section 1.5 of the report, will be submitted to the Housing and Communities Committee for approval.

3.3 It is recommended that the Scrutiny Committee:

(i) Scrutinises and comments as appropriate on the Education and Children's Services Improvement Plan 2018-19.

Author(s)

Name	Designation	Contact Details
Paul Davison	Corporate Research and Information Manager	ECSCommittee@pkc.gov.uk 01738 475000

Approved

Name	Designation	Date

Sheena Devlin	**Executive Director (Education and Children's Services)**	**09 August 2018**

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.
You can also send us a text message on 07824 498145.
All Council Services can offer a telephone translation facility.

ANNEX

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. Strategic Implications

Community Plan / Single Outcome Agreement

1.1 This report relates to all objectives of the Perth and Kinross Community Plan / Single Outcome Agreement.

Corporate Plan

1.2 The Perth and Kinross Community Plan 2013-2023 and Perth and Kinross Council Corporate Plan 2013/2018 set out five strategic objectives**:**

(i) Giving every child the best start in life;
(ii) Developing educated, responsible and informed citizens;
(iii) Promoting a prosperous, inclusive and sustainable economy;
(iv) Supporting people to lead independent, healthy and active lives; and
(v) Creating a safe and sustainable place for future generations.

This report relates to all objectives.

1.3 The report also links to the Education & Children's Services Policy Framework in respect of all key policy areas.

2. Resource Implications

Financial

2.1 N/A.

Workforce

2.2 N/A.

Asset Management (land, property, IT)

2.3 N/A.

3. Assessments

Equality Impact Assessment

3.1 This report been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

(i) Assessed as **not relevant** for the purposes of EqIA

Strategic Environmental Assessment

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

This report has been considered under the Act no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

3.3 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.

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.

Legal and Governance

3.4 N/A.

Risk

3.6 N/A.

4. Consultation

Internal

4.1 The Improvement Plan is developed in collaboration with Heads of Service, Managers and staff across ECS.

External

4.2 N/A.

5. Communication

5.1 Wide communication of the finalised plan will take place once approved by Committee.

2. BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

3. APPENDICES

- Appendix 1: Education and Children's Services Improvement Plan 2018-19.

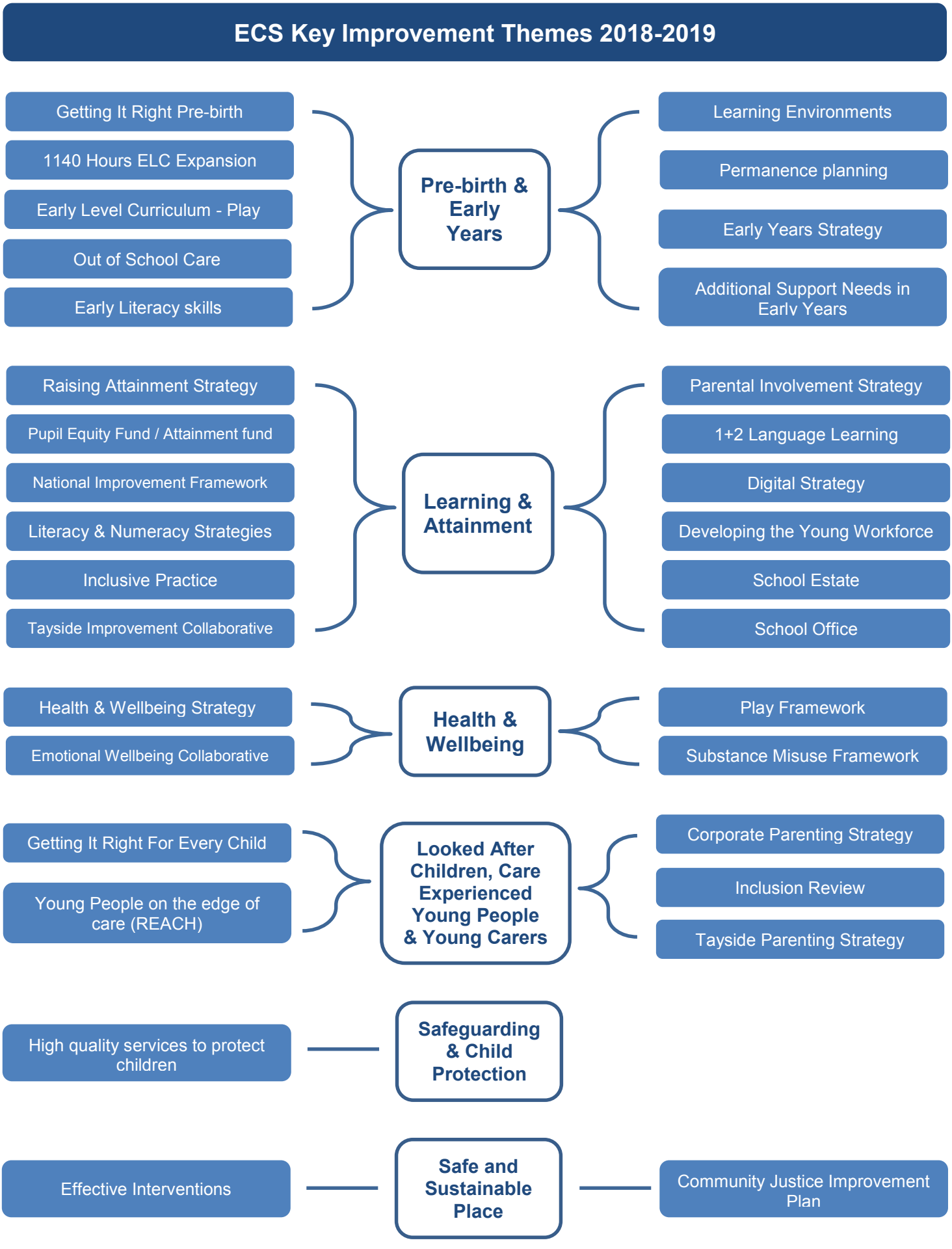
Appendix 1

EDUCATION AND CHILDREN'S SERVICES

IMPROVEMENT PLAN 2018-2019

	Page
Summary	2
Tayside Plan Priority	
Pre-birth & Early Years	3
Learning and Attainment	6
Health & Wellbeing	12
Looked After Children, Care Experienced Young People and Young Carers	14
Safeguarding & Child Protection	16
Corporate Priority	
Creating a safe and sustainable place for future generations	18

Appendix 1


ECS Key Improvement Themes 2018-2019
Getting It Right Pre-birth
1140 Hours ELC Expansion
Early Level Curriculum - Play
Out of School Care
Early Literacy skills
Pre-birth & Early Years
Learning Environments
Permanence planning
Early Years Strategy
Additional Support Needs in Earlv Years
Raising Attainment Strategy
Pupil Equity Fund / Attainment fund
National Improvement Framework
Literacy & Numeracy Strategies
Inclusive Practice
Tayside Improvement Collaborative
Learning & Attainment
Parental Involvement Strategy
1+2 Language Learning
Digital Strategy
Developing the Young Workforce
School Estate
School Office
Health & Wellbeing Strategy
Emotional Wellbeing Collaborative
Health & Wellbeing
Play Framework
Substance Misuse Framework
Getting It Right For Every Child
Young People on the edge of care (REACH)
Looked After Children, Care Experienced Young People & Young Carers
Corporate Parenting Strategy
Inclusion Review
Tayside Parenting Strategy
High quality services to protect children
Safeguarding & Child Protection
Effective Interventions
Safe and Sustainable Place
Community Justice Improvement Plan

Appendix 1

IMPROVEMENT PRIORITIES 2018/19

Our children will have the best start in life, they will be cared for and supported to learn in nurturing environments

High Level Action	Action	Timescale	Lead Officer
Continue work with the Centre for Excellence for Looked After Children In Scotland (CELSIS) on 'Getting it Right Pre-Birth and into the first year of life'. *Head of Services for Children, Young People & Families*	Better enable communities to offer help and support to women and their families, using improvement science to identify vulnerability and implement new pathways of support for pregnant women, infants, and their families.	Mar 2021	Improvement Officer (Early Years and Early Intervention)
	Better enable people (practitioners, volunteers, community members) to work together to ensure women and their families get the right help at the right time.	Mar 2021	Improvement Officer (Early Years and Early Intervention)
	Better enable midwifery and health visiting to provide women and families with access to the right help and support.	Mar 2021	Improvement Officer (Early Years and Early Intervention)
Implement the 1140 hours expansion plan for the delivery of Early Learning and Childcare (ELC) provision. *Head of Education (Early Years and Primary)*	Implement the early delivery and testing of 1140 hours of ELC in line with phasing plan.	Jun 2019	Service Manager (Early Years)
	Continue to recruit additional staff in line with the workforce development plan, including the Modern Apprentice Scheme and Learn to Work in Early Years.	Jun 2019	Service Manager (Early Years)
	Consult with families in communities through focus groups, roadshows and online survey on delivery of 1140 hours.	Dec 2018	Service Manager (Early Years)
	Collaborate with Tayside Regional Improvement colleagues on development of key policy areas;(early and deferred entry; cross border; charging; admissions)	Aug 2018	Service Manager (Early Years)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
Further develop and support schools to deliver early level curriculum through play in Primary 1. *Service Manager (Early Years)*	Plan training programme to include networking/professional dialogue for senior management teams and P1 teachers across seven pilot schools in phase 1.	Aug 2018	Quality Improvement Officer (Early Years)
	Roll out phase 2 schools.	Jan 2019	Quality Improvement Officer (Early Years)
	Evaluate and Review progress, and plan for full roll out during 2019-2020.	Apr 2019	Quality Improvement Officer (Early Years)
Review and further enhance availability of Out of School Care, implementing requirements to ensure PKC services are cost neutral. *Service Manager (Evidence2Success)*	Support initiatives to enhance the availability of placements, i.e. support to Childminders, delivery of Men in Childcare, access to training and Continuing Professional Development.	Mar 2019	Team Leader (Childcare Strategy Team)
	Consider Fairer Futures report recommendations and actions required, including promotion of incentives such as setting up a Tax Free Childcare account.	Feb 2019	Service Manager (Evidence2Success)
	Enhance community developments, including community committees and Safestart.	Feb 2019	Team Leader (Childcare Strategy Team)
Embed approaches in nursery settings to enhance children's communication in early literacy skills. *Service Manager (Early Years)*	Complete Phase 2 of "Closing the Communication Gap" project in partnership with Speech and Language Therapy colleagues.	Jun 2018	Education Development Officer (Early Years)
	Implement Phase 3 to all remaining schools	Sep 2018	Education Development Officer (Early Years)
	Offer "Early Writing" training to all nursery and Primary 1 practitioners	Sep 2018	Education Development Officer (Early Years)
	Implement the Language Meets Literacy Practicum using Improvement Methodology to evaluate impact.	Nov 2019	Quality Improvement Officer (Early Years)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
Further develop the learning environments in Early Learning and Childcare settings. *Service Manager (Early Years)*	Create environmental audit tool for settings to evaluate and share learning with senior managers and practitioners, including partner providers.	Aug 2018	Quality Improvement Officer (Early Years)
	Review Impact of Learning and Share Good Practice.	May 2019	Quality Improvement Officer (Early Years)
Continue to improve timescales in Permanence Planning for looked after children. *Head of Services for Children, Young People & Families*	Continued robust monitoring of timely decisions for those children and young people who require permanent alternative care.	Mar 2019	Service Manager (Looked After Services)
	Continue to use the Looked After Children Review process to identify children in need of permanent substitute care.	Mar 2019	Service Manager (Looked After Services)
	Continue to improve the arrangement for the decision-making for children in kinship care.	Mar 2019	Service Manager (Looked After Services)
Review the Early Years Strategy *Head of Education (Early Years and Primary)*	Lead the implementation of the Pre-birth – 5 years Priority Group, including actions to support delivery of the Tayside Plan within Perth and Kinross	Dec 2018	Service Manager (Early Years)
	Identify key actions required to enhance support for 0-3years age group, including improving access to information, support and evidence-based interventions that meet their needs.	Dec 2018	Service Manager (Evidence2Success)
Build capacity in Early Years settings in understanding and responding to the needs of children requiring additional support. *Service Manager (Inclusion)*	Develop guidance and training in Nurseries including partner providers to implement PKC planning processes.	Jun 2019	Quality Improvement Officer (Inclusion)
	Support for early years practitioners through self-regulation in action project.	Jun 2019	Quality Improvement Officer (Inclusion)

Appendix 1

Our children, young people and their families will be meaningfully engaged with learning and combined with high quality learning experiences, all children and young people will extend their potential

High Level Action	Action	Timescale	Lead Officer
Implement the Raising Attainment Strategy 2016-2019 and its associated requirements *Heads of Education*	Plan to improve pupil attainment in line with the targets set out in the Raising Attainment Strategy, particularly with identified groups e.g. Care Experienced Children and Young People, Gypsy Travellers, Young Carers.	Aug 2018	Quality Improvement Officers (Primary and Secondary)
	Work with Attainment Advisor as part of Raising Attainment Group to implement updated attainment strategy for session 18-19.	Jun 2019	Quality Improvement Officers (Primary and Secondary)
	Co-ordinate delivery of and support to targeted interventions within schools.	Dec 2018	Quality Improvement Officers (Primary and Secondary)
	Review and update the Raising Attainment Strategy for 2020-2023.	Jun 2019	Heads of Education
	Further develop practitioner enquiry into self-regulation.	Jun 2019	Head of Education (Secondary and Inclusion)
Implement further evidence-based interventions for learners supported by the Pupil Equity Fund and PKC attainment fund. *Heads of Education*	Provide ongoing support to schools in implementing evidence-based approaches to close the gap including use of Pupil Equity Funding.	Jun 2019	Quality Improvement Officers (School Improvement)
	Support Action Research, Model for Improvement and use of data.	Jun 2019	Quality Improvement Officers (School Improvement)
	Target additional resource to support evidence based approaches in all schools	Mar 2019	Quality Improvement Officers (School Improvement)
Continue to implement the National Improvement Framework (NIF).	***School Improvement***		

Appendix 1

High Level Action	Action	Timescale	Lead Officer
Heads of Education	Fully review the School Improvement Framework programme including data gathering and School Visits.	Oct 2018	Quality Improvement Officer (School Improvement)
	With the Regional Improvement Collaborative, share a collaborative directory or support and self-evaluations, create a framework for reciprocal visits, and deliver professional learning opportunities linked to improvement themes.	Jun 2019	Quality Improvement Officer (School Improvement)
	Assessment and Moderation		
	Pilot and review the SEEMIS Management Information system's Progress and Achievement Tracking module and roll out to all schools for session 2019-20.	Jun 2019	Quality Improvement Officer (School Improvement)
	Review Scottish National Standardised Assessment policy and procedures (including use of LA level data) with Headteacher focus group and implement.	Sep 2018	Quality Improvement Officer (School Improvement)
	Implement structured programme of Career-Long Professional Learning support and resources for moderation.	Jun 2019	Quality Improvement Officer (School Improvement)
	Work as part of Regional Improvement Collaborative to develop shared resources in use of feedback to improve learning.	Jun 2019	Quality Improvement Officer (School Improvement)
	Learner Participation		
	Develop class, school and council wide approaches to ensuring learners have the opportunity to participate in decision making, planning and evaluation processes at all levels.	Jun 2019	Quality Improvement Officers (Curriculum)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
Implement Literacy and Numeracy Strategies and associated interventions to close the poverty related attainment gap. *Head of Education (Early Years and Primary)*	Establish Literacy and Numeracy Steering Groups to oversee Implementation and measure impact.	Jun 2018	Quality Improvement Officers (Literacy and Numeracy)
	Launch Literacy and Numeracy Strategies and Year 1 Action Plans.	Jun 2018	Quality Improvement Officers (Literacy and Numeracy)
	Ensure effective communications and sharing of practice and resources through the creation of a PKC Literacy Hub, and promoting the use of the national Numeracy Hub.	Jun 2019	Quality Improvement Officers (Literacy and Numeracy)
	Establish PKC Literacy and Numeracy Leaders Groups at Local Management Group level to provide core professional learning and support.	Sep 2018	Quality Improvement Officers (Literacy and Numeracy)
	Implement the pan Tayside numeracy collaboration plan.	Jun 2019	Quality Improvement Officers (Literacy and Numeracy)
Develop a Key Focus on Excellent Learning and Teaching through Inclusive Practice in all Educational Establishments *Heads of Education*	Develop a Learning and Teaching Policy based on inclusive approaches with a particular focus on differentiation and feedback.	Jun 2019	Quality Improvement Officers (Curriculum) & Service Manager (Inclusion)
	Improve teaching through a refreshed focus on inclusive practice in all classes by implementing a renewed inclusive policy framework	Jan 2019	Service Manager (Inclusion)
	Create Curriculum Improvement Networks in Primary schools linked to Secondary schools.	Jun 2019	Quality Improvement Officers (Curriculum) & Service Manager (Inclusion)
	Focus on Teacher Leadership through the Creative Learning Network, linking with the Scottish College for Educational Leadership.	Jun 2019	Quality Improvement Officers (Curriculum) & Service Manager (Inclusion)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
	Continue to support the delivery of high quality Physical Education and Expressive Arts.	Jun 2019	Quality Improvement Officer (Curriculum)
Through the Tayside Regional Improvement Collaborative, develop a shared leadership strategy to improve leadership and management of schools. *Head of Education (Secondary & Inclusion)*	Improve leadership of headteachers through participation in the Tayside Regional Collaborative leadership development and induction programme.	Jun 2019	Quality Improvement Officer (School Improvement)
	Implement a middle leader's leadership of change and improvement programme working with a range of external partners.	Jun 2019	Quality Improvement Officer (School Improvement)
Develop one strategy to incorporate Parental Involvement, Parental engagement and Family Learning. *Head of Education (Early Years and Primary)*	Audit universal family learning programmes.	Dec 2018	Quality Improvement Officer (Heath & Wellbeing)
	Consult on draft strategy with parents, children & young people and staff.	Apr 2019	Quality Improvement Officer (Heath & Wellbeing)
	Launch Parental Involvement, engagement and family learning strategy.	Jun 2019	Quality Improvement Officer (Heath & Wellbeing)
Work towards achieving 2020 readiness for the 1+2 approach to Language Learning; giving every child the opportunity to learn two languages in addition to their first language. *Head of Education (Early Years and Primary)*	Support all primary schools to maintain pace and progression of implementation of Language 2.	Jul 2019	1+2 Staff Tutors
	Ensure effective liaison with secondary schools to develop transition programmes for Language 2 in each Local Management Group (LMG).	Jul 2019	1+2 Staff Tutors
	Create collaborative opportunities across LMGs and sectors to support planning for delivery of Language 3.	Sep 2018	Quality Improvement Officer (Literacy and Numeracy)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
Implement the Digital Strategy to ensure that learning and teaching is fully supported by the effective and appropriate use of technology. *Head of Education (Secondary & Inclusion)*	Further develop the use of the GLOW digital learning platform to support learning and teaching and professional learning.	Oct 2018	Quality Improvement Officer (Digital)
	Review and identify further infrastructure needs and requirements to support the Digital Strategy.	Jun 2018	Quality Improvement Officer (Digital)
	Develop digital leaders of change to support learning.	Nov 2018	Quality Improvement Officer (Digital)
	Evaluate progress to date.	Mar 2019	Quality Improvement Officer (Digital)
	Implement the Digital Virtual Campus across a number of settings.	Jun 2019	Quality Improvement Officer (Digital)
Work in collaboration with partners to update the Perth and Kinross strategy for Developing the Young Workforce (DYW). *Heads of Education*	Review the Enterprise and Employability in Secondary Schools Strategy.	Apr 2019	Quality Improvement Officer (DYW)
	Revise the strategy for DYW, Career Education, Skills and Profiling 3-18 in partnership with partner providers, SDS, Perth College and the DYW Board.	Sep 2018	Quality Improvement Officer (DYW)
	Working with the DYW Regional Team, develop further approaches to senior phase work experience.	Jun 2018	Quality Improvement Officer (DYW)
	Support the use of Education Scotland and Skills Development Scotland resources to implement the strategy 3-18.	Jun 2019	Quality Improvement Officer (DYW)
	Review and update the PKC Wider Achievement Standard in light of the updated strategy.	Apr 2019	Quality Improvement Officer (DYW)
Transform the School Estate *Senior Business and Resources Manager*	Develop options appraisals for schools where suitability, condition or occupancy have been identified as requiring improvement, leading to a more effective and efficient school estate.	Jun 2021	Service Manager (Resource Management)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
Modernise the School Office *Senior Business and Resources Manager*	Examine the current operation of school offices in all schools leading to identifying different processes and operations which will improve performance.	Jun 2019	Senior Business and Resources Manager

Appendix 1

Our children and young people will be physically, mentally and emotionally healthy

High Level Action	Action	Timescale	Lead Officer
Implement the Health and Wellbeing Strategy *Head of Education (Early Years and Primary)*	Establish the Health and Wellbeing Strategy monitoring group.	Aug 2018	Principal Educational Psychologist
	Establish a Health and Wellbeing Network involving early years, primary and secondary Health and Wellbeing Leaders.	Aug 2018	Quality Improvement Officer (Health & Wellbeing)
	Review approaches to planning for progression in and evaluating outcomes across all aspects of Health and Wellbeing.	Jun 2019	Quality Improvement Officer (Health & Wellbeing)
	Revise the Physical Education, Physical Activity and Sport plan and work with schools to support implementation.	Jun 2019	Education Development Officer (Health and Wellbeing)
	Contribute to the development and implementation of a Tayside Healthy Weight Strategy.	Mar 2019	Service Manager (Evidence2Success)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
Continue to develop the Emotional Wellbeing Collaborative with a focus on Resilience of children and young people, parents and staff *Head of Education (Early Years and Primary)*	Enhance the resilience levels of children and young people through piloting of Bounce Back in Secondary schools; strategies to manage exams; further support the development of nurture approaches and how services respond to Adverse Childhood Experiences	Jun 2019	Principal Educational Psychologist
	Establish a range of training for staff to enhance their skills and confidence	Jun 2019	Service Manager (Evidence2Success)
	In partnership with Employee Support and Organisational Development services pilot support for the workforce to actively enhance their own wellbeing	Jun 2019	Service Manager (Evidence2Success)
	Contribute to the development and implementation of a Tayside Emotional Health & Wellbeing Strategy.	Jun 2019	Service Manager (Evidence2Success)
Lead implementation of the Play Framework for Perth and Kinross *Service Manager (Evidence2Success)*	Establish and implement a robust set of PKC Play Framework actions to improve play in learning environments – the home, school and community	Dec 2018	Service Manager (Evidence2Success)
Contribute to the development and implementation of a Tayside Substance Misuse Framework in schools. *Head of Education (Early Years and Primary)*	Provide information sessions for school staff and partners to plan for implementation of the Tayside Substance Misuse Framework in individual establishments	Dec 2018	Education Development Officer (Health and Wellbeing)

Appendix 1

Our children and young people who experience particular inequalities and disadvantage will achieve health, wellbeing and educational outcomes comparable with all other children and young people.

High Level Action	Action	Timescale	Lead Officer
Reaffirm our commitment to 'Getting It Right For Every Child' (GIRFEC). *Depute Director, Education and Children's Services*	Ensure practitioners are supported in their day to day practices and to be confident in the sharing of information, effective use of chronologies, assessment and child's planning	Dec 2018	Depute Director
	Promote earlier intervention and family support in partnership with third sector colleagues.	Dec 2018	Head of Services for Children, Young People & Families
Establish REACH, a multi-disciplinary team working with young people on the edge of care and their families. *Head of Services for Children, Young People and Families*	Team to be operational and working practices developed.	Jan 2019	REACH Manager
	Reduce the reliance on external care placements by expanding services to prevent young people entering care.	Jan 2020	Service Manager (Looked After Services)
Implement the Corporate Parenting Strategy 2017-2020 to close outcomes gaps and to achieve significant improvements in the life chances for care experienced children and young people. *Executive Director, Education and Children's Services*	Work with partners in the Children, Young People and Families Partnership Corporate Parenting Sub Group to implement the strategy.	Jun 2018	Depute Director Head of Services for Children, Young People & Families Heads of Education
Implement the Inclusion Review to deliver equitable and excellent education which meets the needs of all learners. *Head of Education (Secondary & Inclusion)*	Devolve resources to individual schools to support predictable needs based on an agreed funding formula	Mar 2019	Head of Education (Secondary and Inclusion)
	Provide clear guidance relating to the identification and resourcing of what we term exceptional needs.	Mar 2019	Head of Education (Secondary and Inclusion)
	Develop revised models and approaches for specialist resourcing including reducing out of authority placements	Mar 2019	Head of Education (Secondary and Inclusion)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
Develop a Tayside Parenting Strategy that supports delivery of the aspirations of the Tayside Plan for Children, Young People and Families 2017-2020 *Head of Education (Early Years and Primary)*	Work with partners to lead development of a Tayside Strategy that builds on evidenced approaches and best practice informed by consultation and engagement.	Dec 2018	Service Manager (Evidence2Success)

Appendix 1

Our children and young people will be safe and protected from harm at home, school and in the community

High Level Action	Action	Timescale	Lead Officer
Continue to provide high quality services to protect children across Tayside. *Depute Director (Education and Children's Services)*	Collaborate with relevant partners and provide leadership to the Safeguarding and Child Protection Priority Group to implement the actions within the Priority Group Improvement plan to achieve consistent and robust multi-agency processes.	Mar 2019	Depute Director
	Implement the revised guidance for information sharing and use of multi-agency chronologies.	Mar 2019	Head of Services for Children, Young People & Families
	In partnership with NHS, promote improvement in earlier recognition and response to patterns of accumulated neglect for vulnerable children, including persistent non-attendance at health appointments.	Mar 2019	Head of Services for Children, Young People & Families
	Create a more prominent profile for the recording of risk within written assessments for children and young people. Ensure that identified risks to individual children and young people are clearly articulated within written assessments	Mar 2019	Head of Services for Children, Young People & Families
	Further develop and extend the reach and use of the Mind Of My Own (MOMO) to strengthen children's voices in decision-making.	Mar 2019	Improvement Officer (Quality Assurance)
	Review existing advocacy provision for children and young people, develop and implement plans to strengthen and extend the availability of independent support.	Mar 2019	Service Manager (Looked After Services)
	To sustain improvements in performance in child protection case conferences, continue to introduce new systems for involving children, young people and families in service development.	Nov 2018	Improvement Officer (Early Years and Early Intervention)

Appendix 1

High Level Action	Action	Timescale	Lead Officer
	Improve response times to ensure the protection of unborn babies by continuing to monitor Initial Child Protection Case Conferences for Unborn Babies	Mar 2019	Service Manager (Fieldwork Services)
	Reinforce importance of early identification of pregnant women who are vulnerable (before the 28th week of pregnancy)	Mar 2019	Service Manager (Fieldwork Services)
	Monitor the completion of multi-agency reports to Child Protection Case Conference.	Mar 2019	Service Manager (Fieldwork Services)

Appendix 1

Creating a safe and sustainable place for future generations

High Level Action	Action	Timescale	Lead Officer
Effective interventions are delivered to prevent and reduce the risk of further offending. *Depute Director/Chief Social Work Officer* *(Housing and Communities Committee)*	Enhance our approach to working with people convicted of domestic abuse offences and take forward a joint bid with Dundee City to obtain Scottish Government funding to deliver the Caledonian Programme.	Mar 2019	Service Manager Criminal Justice
Deliver the Community Justice Outcomes assigned to Perth and Kinross Council Criminal Justice Social Work Services set out in the Community Justice Outcome Improvement Plan 2017 – 2020 *Depute Director/Chief Social Work Officer* *(Housing and Communities Committee)*	Review the processes between Youth Justice and Criminal Justice services to ensure that the Whole System Approach is continued into the adult system.	Mar 2019	Service Manager (Criminal Justice) Service Manager (Looked After Services)
	Together with the Scottish Prison Service review the Short Term Prisoner Protocol to improve the outcomes for people released from prison.	Mar 2019	Service Manager (Criminal Justice)

PERTH AND KINROSS COUNCIL

Housing & Communities Committee - 22 August 2018
Environment & Infrastructure Committee – 5 September 2018
Scrutiny Committee - 12 September 2018

Housing and Environment Business Management & Improvement Plan 2018-19

Report by Executive Director (Housing & Environment) (18/253)

PURPOSE OF REPORT

This report presents the first Housing & Environment Business Management Improvement Plan for the period 2018-19.

1. BACKGROUND / MAIN ISSUES

1.1 Council Services produce Business Management Improvement Plans (BMIPs) on an annual basis. These BMIPs set out the key actions which each Service will deliver in the coming year. They are produced to ensure better outcomes for everyone in Perth & Kinross, and to demonstrate how they contribute to the delivery of the Council's strategic objectives for the Council and Community Planning Partnership.

1.2 These plans are an important part of the strategic planning framework for the organisation, translating the strategic objectives of the Community Plan and Corporate Plan, into the contributions that each Service makes to achieving these objectives. They include the supporting actions and performance indicators. Individual team plans are then based on Service BMIPs.

1.3 In previous years, a joint report was presented to Council committees, which included both the Business Management and Improvement Plan, together with an Annual Performance Report. The recent Service restructure has required a review of our Service planning arrangements. As a result the Annual Performance Reports for the former Housing and Community Safety and The Environment Service were reported and approved by Perth & Kinross Council on 20 June 2018 (Report No. 18/213).

2. PROPOSALS

2.1 This is the first BMIP for the new Housing and Environment Service. It focusses on our key service objectives and aims to:-

- provide clear direction and actions for the future within the context of national agendas, the Community Plan (Local Outcomes Improvement Plan) and the Corporate Plan. Members are asked to note that the content of the "We will" sections of the BMIP are those agreed by Members when approving the Corporate Plan for 2018-2022 (Report No.18/68).

- outline our key strategic priorities and improvement areas.
- provide a focus on delivery of outcome focused services.
- set out objectives, with measures and targets.

2.2 The BMIP has been developed since April this year, through a number of workshops with managers and team leaders. These have included the development of our new Service objectives, a self evaluation exercise, along with the development of key priorities and performance targets. This has also led to a strong collective approach across the new Service, which we aim to build on over the coming years.

2.3 In the coming year our key priorities will be:-

- focussing on the connections between leadership, organisational culture and employee engagement to support the integration of our new Service.
- supporting inclusive economic growth and attracting investment and higher value jobs into Perth and Kinross.
- narrowing inequalities gaps and demonstrating a consistent and systematic approach to prevention, early intervention and fairness.
- further developing a strong “locality based” approach and strengthen relationships with our communities and Community Planning Partners.
- An increased focus on collaborative working with all our partners (including other Councils) to unlock efficiencies, share best practice and allow us to offer services to our communities that would be otherwise be unachievable in the current financial context
- Focussing on the delivery of our existing transformation programme and developing further transformative opportunities for shared working, digitisation and efficiency, to help meet the financial challenges ahead.

2.4 We will take forward these priorities by building a unified, single Service approach to performance management and internal controls. Key to demonstrating progress towards the achievement of these priorities will be team plans which will:

- provide clarity of purpose for teams across the Service and a yardstick to assess progress against targets.
- link strategic plans to employee roles (i.e. the ‘golden thread’ between strategic objectives and individuals’ contributions)
- improve accountability through objective setting and performance reporting
- ensure employee learning and development is linked to supporting improvement.

2.5 The work of Housing and Environment encompasses the remit of the Housing and Communities Committee and the Environment and Infrastructure Committee. The BMIP indicates the sections relevant to each committee.

3. CONCLUSION AND RECOMMENDATION

3.1 The Housing and Communities Committee and the Environment and Infrastructure Committee are asked to approve, for their specific areas of interest, theHousing and Environment Business Management Improvement Plan 2018/19, indicated as relevant to each Committee in the plan.

3.2 The Scrutiny Committee is asked to scrutinise and comment as appropriate on the contents of the plan.

Author

Name	Designation	Contact Details
Keith McNamara	Depute Director Housing & Environment	01738 475000 TESCommitteeReports@pkc.gov.uk

Approved

Name	Designation	Date
Barbara Renton	Executive Director Housing & Environment	31 July 2018

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

ANNEX

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

1.1 The Community Plan and the Council's Corporate Plan, has five outcomes which provide clear strategic direction, inform decisions at a corporate and service level and shape resource allocation.

- Giving every child the best start in life;
- Developing educated, responsible and informed citizens;
- Promoting a prosperous, inclusive and sustainable economy;
- Supporting people to lead independent, healthy and active lives;
- Creating a safe and sustainable place for future generations.

1.2 This report sets out how Housing & Environment will support and deliver these objectives.

2. Resource Implications

Financial

2.1 None.

Workforce

2.2 There are no workforce implications.

Asset Management (land, property, IT)

2.3 None.

3. Assessments

Equality Impact Assessment

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

3.2 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) and were assessed as not relevant for the purposes of EqIA.

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. However, no action is required as the Act does not apply to the matter presented in this report.

Sustainability

3.4 None.

Legal and Governance

3.5 None.

Risk

3.6 The Housing & Environment Senior Management Team regularly review monitoring reports that highlight individual project progress and risk.

4. Consultation

Internal

4.1 The Head of Legal and Governance, the Head of Finance and the Head of Democratic Services have been consulted in the preparation of this report.

External

4.2 The Tenant Committee Report Panel were consulted in the preparation of this report and felt that it demonstrates the links between Housing and Environment Services.

2. BACKGROUND PAPERS

2.1 Service Annual Performance Reports 2017/18 – Report to Council 20 June 2018 (Report No. 18/213)

3. APPENDICES

3.1 **Appendix 1** – Housing & Environment Business Management Improvement Plan 2018/19.

Appendix 1

HOUSING AND ENVIRONMENT

BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2018/19

Version 1.9

CONTENTS

	Page
Introduction	**3**
Vision, Strategic Objectives and Local Outcomes	**4**
Giving Every Child the Best Start in Life & Developing Educated, Responsible and Informed Citizens	**5**
Promoting a Prosperous, Inclusive and Sustainable Economy	**7**
Supporting People to live Independent, Healthy and Active Lives	**11**
Creating a Safe and Sustainable Place for Future Generations	**13**
Organised to Deliver	**17**
Governance and Management Structure of the Service Customer Focus and Engagement Preparing Our People For The Future Partnership Working Financial/Resource Management Performance, Self-Evaluation and Risk Management Health and Safety	
Service Improvement Plan	**26**

INTRODUCTION

We are delighted to introduce the first Business Management and Improvement Plan (BMIP) for Housing and Environment – our new service created on 1 April 2018.

Housing and Environment (created from the two former Services – Housing and Community Safety, and The Environment Service) is a substantial part of the Council`s activity, with over 1,100 full time equivalent employees, an annual revenue budget of £134 million, and responsibility for capital investment of £600 million over 10 years. We are also hugely diverse in nature, with activities ranging from day to day functions such as refuse collection and roads services, valued and used by all our citizens; to services such as homelessness, trading standards and employability, which protect people in greatest need of our support; and also strategic functions, such as economic development, which seek to build long term infrastructure, economic prosperity, sustainability, and fairer futures for generations to come.

The scale and diversity of our combined services affords us great opportunities for developing services within Housing and Environment. Combined with working corporately, and with our partners, we can be confident about securing continuous improvement within the resources available to us. Activities such as property and housing development, more joined-up locality working and support for the emerging community empowerment agenda through the already excellent work of our teams, are just some examples of opportunities where working closely together will deliver improved outcomes.

This BMIP demonstrates how Housing & Environment contributes to achieving the aims set out in the Community Plan (Local Outcomes Improvement Plan) and the Council's Corporate Plan. Importantly, the document is also informed by those working in the service, through a series of sessions, with managers and team leaders. This has focused on developing the new service aims, along with undertaking a robust self evaluation and setting clear prioirities. This has been combined with activities such as team meetings, and informal morning coffee and afternoon tea sessions, when senior managers get the chance to meet with, and hear from colleagues across the entire Service. Throughout these, there has been a huge amount of positive reaction to the creation of the new Service, which provides a firm foundation for the future.

This is all part of the strong focus we have going forward to build not only a unified Housing and Environment structure and common processes, but also a shared culture where we value passion; innovation; teamwork; a focus on preventative approaches; and a desire to work with partners and communities to make a positive difference.

Our BMIP is also shaped by the impact of emerging regulation and increasing demand for services as we prepare for new legislation on climate change, planning, local democracy and homelessness, while managing the impact of welfare reform and potential Brexit implications. We also reflect the need to create a vibrant, dynamic, and inclusive economy, along with continued support for the delivery of the Fairness Commission's recommendations. We appreciate the ongoing financial challenges facing public services, and this will continue to have an impact on what the service can deliver going forward. Managing expectations with the resources available will be a significant issue for the whole Service, and one which we will need to work together with elected members, partners and the public to address. This, along with ensuring value for money in everything we do, will be a major area of focus for Housing and Environment.

We are proud to be part of such a professional, dedicated team in Housing & Environment, and are confident that, working together, we can face the challenges, and build on the opportunities, to deliver the very best service for the people of Perth & Kinross.

Barbara Renton
Executive Director

Keith McNamara
Depute Director

VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

OUR VISION

We support the Vision of the Community Planning Partnership, for our area:

> ***"Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here."***

This Plan aims to translate this vision into an agenda for Housing & Environment to deliver positive outcomes for our citizens and communities.

THE COUNCIL'S STRATEGIC OBJECTIVES

The vision is reflected in the Council's five strategic objectives and these inform decisions about policy direction and budget spending:

- Giving every child the best start in life
- Developing educated, responsible and informed citizens
- Promoting a prosperous, inclusive and sustainable economy
- Supporting people to lead independent, healthy and active lives
- Creating a safe and sustainable place for future generations.

The vision and strategic objectives support the delivery of the Community Plan and the Council's Corporate Plan. The following sections (pages 5 to 27) set out what we will do to support the achievement of these strategic objectives.

The strategic priorities for Housing and Environment are:

- Create and maintain safe, attractive and sustainable places to support healthy and independent living
- Promote a vibrant, dynamic and inclusive economy supporting house-holds to maximise income and reduce the impact of poverty
- Place – promote sustainable empowered communities with equal opportunities for all
- Provide access to good quality and affordable housing, with support to sustain people in their homes and prevent homelessness

Our ethos is:

- Fairness, Efficiency and Effectiveness in everything in Housing and Environment

Our culture within Housing & Environment is one of:

- Mutual trust and respect
- Shared collegiate approach "Team H and E" – supporting each other
- Business Head; Social Heart
- Empowerment – be responsible and accountable
- Recognise potential, and promote training and development
- Be risk positive
- Create time for reflections for all

GIVING EVERY CHILD THE BEST START IN LIFE & DEVELOPING, RESPONSIBLE AND INFORMED CITIZENS

Our contribution:

We continue to work with all partners to achieve positive outcomes for children and families and recognise the need to focus on equity in access to support as well as understanding the particular needs of individual communities, to achieve positive outcomes for children and families.

Key to achieving this is our approach to preventing and responding to homelessness and ensuring that families have access to good quality suitable and affordable housing.

Ultimately our aim is ensuring sustainable tenancies for families and young people.

Our Community Greenspace team ensures that quality play parks, paths and open space encourage family activity and sport, and provide activity programmes and educational events.

Our Public Transport team organises travel to school for school age children and low cost access to the amenities in our City, towns and villages.

Our focus on the Local Development Plan means that we ensure that appropriate resources are available to all citizens and their families.

For 2018/19 we will:

Improve the life chances of children and families at risk by:

- Placing a focus on early intervention and prevention, recognising that good quality housing of the right size and closeness to family networks can have an impact on children and families' health and well being,and life outcomes (Housing and Communities Committee)
- Providing support through housing, raising awareness in education, employment and promoting health lifestyles (Housing and Communities Committee)
- Ensuring that housing and homelessness services are accessible and, through our housing options and preventative work, we will intervene early wherever possible to prevent homelessness before it arises. In the event of homelessness we will secure settled permanent accommodation as quickly as possible and provide tenancy support but also working with Community Planning partners to ensure the right level of specialist support at the right time (Housing and Communities Committee)
- Through our Common Housing Register and our Housing Options approach we will continue to ensure that we make best use of our housing stock, through the creation of vacancy chains to address overcrowding and meet the housing needs of our tenants (Housing and Communities Committee)

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	18/19	19/20	20/21	23/24
Number of families presenting as homeless (Housing and Communities)	337	319	306	Target setting not appropriate			
Number of overcrowded households (Housing and Communities)	127	115	108	99	95	91	89

PROMOTING A PROSPEROUS, INCLUSIVE AND SUSTAINABLE ECONOMY

Our contribution:

Through the Tay Cities Regional Economic Strategy we will deliver inclusive growth by addressing inequality of economic opportunity, improve productivity by supporting the creation of higher value, better paid jobs, and deliver a more prosperous and fairer future for people in our area. We will finalise our Local Development Plan to ensure that our area continues to be an attractive place to live, and to ensure a good supply of serviced employment land to identify development opportunities for business.

Together with other public and academic partners, and the private sector, we will invest in physical and digital infrastructure, digital, business and skills development, cultural and sporting events and festivals, to sustain and grow our vibrant economy. We will ensure that the planned capital investment of £0.6 billion in infrastructure is delivered, to attract new business and employment and to make Perth one of Europe's great small cities.

We will use our investment to ensure that those most in need of employment are not excluded, through using Community Benefit clauses in our contracts whenever possible and encouraging payment of the Scottish Living Wage.

We will positively influence employment rates and average earnings by supporting business and targeting support for high wage businesses. We will enhance the resilience of the rural economy through enterprise growth support, and work with industry to ensure that all households can access superfast broadband.

We will develop innovative approaches through links with organisations and local universities and influence the continuing roll out of improved digital connectivity across our whole area.

We will support our tenants and residents to maximise their income through signposting and supporting them to enhance and develop their skills. By doing so we aim to enhance their employment opportuniites and contribute to the Farier Futures aims under Fairer Working Lives.

We will continue to focus on the delivery of efficient services to enure that our tenants rents remain at levels that are affordable to them, based on local income levels.

For 2018/19 we will:

- Encourage and promote international, national and local events, maximising our outstanding natural assets (Environment and Infrastructure Committee)
- Ensure that the planned capital investment of £0.6 billion in infrastructure, to attract new business and employment and to make Perth one of Europe's great small cities is delivered (Environment and Infrastructure Committee)
- Provide support to small and medium sized enterprises to facilitate growth (Enterprise and Infrastructure Committee)
- Facilitate high value skilled employment support and encourage upcoming businesses, particularly in digital and professional services (Enterprise and Infrastructure Committee)
- Support our tenants through a range of measures to maximise their incomes and reduce household costs minimising the effects of Welfare Reform and household poverty (Housing and Communities Committee)

- Continue to work with our tenants so that they and other customers receive services that provide continually improving value for rent and charges they pay (Housing and Communities Committee)
- Continue to support all home owners to access HEEPS Equity Loan Scheme to improve the energy efficiency of their homes and to reduce household bills (Housing and Communities Committee)
- Ensure that business cases for all major Tay Cities Deal funded projects in Perth and Kinross are approved, maximising the economic gain to Perth and Kinross through collaborative working (Environment and Infrastructure Committee)
- Work with partners and the private sector to sustain high rates of employment, maximise enterprise opportunities for all our residents - both urban and rural. We will deliver three sector skills academies in Construction, Tourism and Care and secure entry level employment opportunities for young people in culture, heritage and tourism (Environment and Infrastructure Committee)
- Complete the A9/A85 link road to reduce significantly traffic congestion and open up land for economic development (Environment and Infrastructure Committee)
- Ensure, with partners, that Superfast Broadband is available to all premises across the area by 2020/21 along with free public Wi-Fi in Perth City (Environment and Infrastructure Committee)

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	18/19	19/20	20/21	23/24
Economic impact of events supported by the Council (Environment and Infrastructure Committee)	-	-	£9.6m	£10m	£11m	£12m	£13m
Number of new businesses started up with support from Business Gateway (Environment and Infrastructure Committee)	-	-	321	300	325	330	330
No. of businesses supported by a growth programme (Environment and Infrastructure Committee)	-	-	40	40	45	50	55

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	18/19	19/20	20/21	23/24
Perth City Centre Footfall (Nos) % above the national level	-3.9%	9.2%	5.8%	4.0%	4.0%	4.0%	4.0%
% of vacant retail units in Perth City Centre	7.9	9.2	9.4	9.2	9.0	8.8	8.5
Area of available Serviced business land (Ha) (Environment and Infrastructure Committee)	54.7	48.6	81.2	14.9	14.9	14.9	14.9
% of Scottish average monthly earnings (Environment and Infrastructure Committee)	98.2	98.5	94.6	95	97	98	100
% of working age population unemployed, based on the Job Seekers Allowance claimant count (Environment and Infrastructure Committee)	1.1	1.1	1.1	1.0	1.0	1.0	1.0
No. of unemployed people supported into work as a result of Employability programmes supported by the Housing & Environment service (Environment and Infrastructure Committee)	400	425	449	450	460	475	500
Gross arrears as a % of gross rent due for the reporting year (Housing and Communities Committee)	10.39	10.05	10.38	9	8	8	8
Rent collected as a % of the total rent due in the reporting year (Housing and Communities Committee)	98	99.59	98.73	100	100	100	100

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	18/19	19/20	20/21	23/24
% of rent due in the year that was lost due to voids (Housing and Communities Committee)	0.63	0.61	0.7	0.8	0.8	0.8	0.8
% of residential and business premises with access to Next generation broadband (Environment and Infrastructure Committee)	63	71.2	83.9	90	95	97	100
% of employees paid Living Wage	24.1	21.6	n/a	20.5	20	19.5	19

SUPPORTING PEOPLE TO LIVE INDEPENDENT, HEALTHY AND ACTIVE LIVES

Our contribution:

We want to make sure people have access to the right type of housing and support to enable them to live as independently as possible at home or in a homely setting. People are living longer and many are healthy and independent. People who experience ill health or have a range of support and care needs, due to mental health, homelessness, learning disability, age, substance misuse issues, often need additional support.

Our Housing Service is a partner in the Perth and Kinross Health and Social Care partnership, and plays a key role in helping to achieve the national health and social care outcomes and priorities. The condition of a property, its surrounding environment, and the availability of support can have a huge impact on the health and wellbeing of an individual and their ability to live independently.

We need to ensure that housing developments are flexible and can meet people's longer term needs. We also need to take account of the need for specialist provision, as well as how we can support people in general needs accommodation through better use of technology, aids and adaptations alongside the provision of care and support.

We will continue to work closely with our partners, tenants and residents to allow people to remain in their homes, preventing homelessness and ensure housing needs are identified and met.

For 2018/19 we will:

- Continue to enhance our approach to the delivery of homeless services though the preparation of a Rapid Rehousing Transition and Homeless Improvement Plan. To do this we will take forward the recommendations outlined by the Homeless and Rough Sleeping Group (HRSAG) (Housing and Communities Committee)
- Continue to provide a range of accommodation and support options for people with support needs and engage with individuals as early as possible to prevent homelessness and support better outcomes (Housing and Communities Committee)
- Take forward the recommendations made by the Special Needs Housing Group (Housing and Communities Committee)
- Continue to provide support, advice and information to enable people to find and sustain a home, whilst recognising that there are a wide range of factors contribute to whether someone can successfully maintain their tenancy. (Housing and Communities Committee)
- Continue to involve and empower communities on matters that are important to them, helping them find solutions to local problems and build community capacity and spirit (Housing and Communities Committee)
- Progress community initiatives and work closely with our partners, tenants and residents to deliver environmental improvements and to address community safety issues (Housing and Communities Committee)
- Through the implementation of the Local Housing Strategy (LHS) and the Strategic Housing Investment Plan (SHIP) ensure the supply of affordable housing to meet housing need in the area (Housing and Communities Committee)
- Ensure that our tenants live in attractive well managed neighbourhoods in homes that are warm safe and comfortable (Housing and Communities Committee)

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	18/19	19/20	20/21	23/24
Number of housing options interviews completed (Housing and Communities Committee)	2,027	2,435	2,438	Target setting not appropriate			
Number of households presenting as homeless (Housing and Communities Committee)	898	825	999	Target setting not appropriate			
Number of applicants assessed as homeless (Housing and Communities Committee)	745	706	829	Target setting not appropriate			
Number of people who slept rough the night before their homeless application (Housing and Communities)	32	26	24	Target setting not appropriate			
Average days in temporary accommodation (all types) (Housing and Communities Committee)	131.58	131.98	81.53	80	80	80	80
% of allocations to homeless households in permanent settled accommodation (Housing and Communities Committee)	55	60.7	56.3	50	50	50	50
% of tenants satisfied with the overall service provided (Housing and Communities Committee)	85.16	85.16	95	95	95	95	95

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	18/19	19/20	20/21	23/24
Average time (in days) taken to complete approved applications for medical adaptations in the reporting year (Housing and Communities Committee)	57.6	73.75	95.53	80	**75**	**70**	**70**
% of tenants satisfied with opportunities given to them to participate in the landlords decision making (Housing and Communities Committee)	74.45	74.45	98.74	98.74	99	99	99

CREATING A SAFE AND SUSTAINABLE PLACE FOR FUTURE GENERATIONS

Our Contribution:

Our outstanding nature and landscapes in Perth & Kinross play an important role in supporting economic growth, improving health and wellbeing, adapting to climate change and providing us with a strong sense of identity.

Everyone has the right to live in a safe and secure environment, where they feel protected and able to go about their business without fear of crime. We want our communities to be places where people want to live, in houses they can afford which are warm and safe, and in neighbourhoods that are well maintained and have a positive community spirit.

Responding to the climate change agenda is a key challenge for local authorities. We are developing plans to meet the Scottish Government`s ambitious targets for emission reductions, and energy strategies. We will continue to work with our Community Planning partners to meet these targets, address climate change issues, tackle pollution, make sustainable energy choices, reduce and recycle waste, and promote active transport options.

The rural nature of our area presents challenges for accessible and affordable transport. One in five households across Perth & Kinross do not have access to a car or van. Feedback from Local Action Partnerships and the recommendations of the Fairness Commission highlight public transport as a significant concern for many rural communities. Accessible transport is essential for people to stay mobile, connected and able to access services and activities.

For 2018/19 we will:

- Bring the communities that we are currently engaged with, to conclude fully functioning local resilience partnerships, ensuring the capacity to prepare for and respond locally to emergency situations (Environment and Infrastructure Committee)
- Ensure that communities feel safe and protected by
    - addressing the underlying causes, and effectively manage and support community integration, to prevent and reduce offending (Housing and Communities Committee)
    - resolving disputes between neighbours over noise and other anti-social behaviours (Housing and Communities Committee)
- Continue to work with communities to deliver Esate Based Initiatives, enabling communities to decide and influence enhancements to their local environment.
- Continue to progress the Repairs Transformation to enhance efficiency, productivity and tenant experience.
- Increase the number of community transport schemes particularly within rural communities and agree a new road safety plan featuring community led road safety initiatives (Environment and Infrastructure Committee)

- Take forward the recommendation from the "Active Travel Strategy" and the collaborative working with Sustrans Scotland on the "Bike Life Scotland" project (Environment and Infrastructure Committee)
- Implement the Air Quality Action Plan actions for Perth and complete the plan for Crieff in order to reduce air pollution and support improved health and wellbeing (Environment and Infrastructure Committee)
- Develop measures to reduce traffic and congestion related emissions, increase the number of electric charging stations across Perth and Kinross (Environment and Infrastructure Committee)
- Extend and improve cycle and walking routes as well as encourage a shift in transport from cars to active travel (Environment and Infrastructure Committee)
- Working with partners and communities, we will map and reduce domestic energy consumption in our area (Environment and Infrastructure Committee for wider sectors; Housing and Communities for Council Housing)
- Provide intelligent street lighting, community safety messaging as well as integrating public spaces and CCTV with community alarms to keep people safe (Environment and Infrastructure Committee)
- Increase household recycling, contributing to the Scottish Government's target of 60% recycling by 2020 (Environment and Infrastructure Committee).
- Build on our success between Community Greenspace and volunteer groups, which is sector leading at a national level (Environment and Infrastructure Committee)

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	18/19	19/20	20/21	23/24
Number of communities with local resilience plans (Enterprise and Environment Committee)	20	20	22	24	26	28	30
Emissions from Council properties (tonnes CO2) (Enterprise and Environment Committee)	18,065	16,387	15,055	14,500	14,000	13,500	13,000
Municipal waste collected that is recycled or composted (%) (Enterprise and Environment Committee)	49	55	55.5	56	58	60	60
Vacant residential / commercial premises brought back into use (Enterprise and Environment Committee)	149	139	146	135	135	135	135
No of new publicly available social housing units including buy backs, conversions and empty	132	126	159	200	200	200	200

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	18/19	19/20	20/21	23/24
homes conversions (Housing and Communities Committee)							
Proportion of operational buildings that are suitable for their current use (Enterprise and Environment Committee)	85.5	83.97	83.48	90	90	90	90
Proportion of internal floor area of operational buildings in satisfactory condition (Enterprise and Environment Committee)	91.0	91.24	85.14	95	95	95	95
Overall % of new tenancies sustained for more than a year (Housing and Communities Committee)	87.9	89.8	88.0	90	90	90	90
Average length of time taken (hours) to complete emergency repairs (Housing and Communities Committee)	3.74	3.78	3.57	4	4	4	4
Average length of time to complete non-emergency repairs (Housing and Communities Committee)	13.26	13.42	8.59	8	8	8	8
% tenants satisfied with the repairs service (Housing and Communities Committee)	90.06	90.24	90.42	95	95	95	95
Average calendar days to re-let properties (Housing and Communities Committee)	25.17	24.05	27.81	29	29	29	29
% of dwellings meeting SHQS (Housing and Communities Committee)	94.57	95.62	96.15	97	97	97	97
% of properties meeting the EESSH (Housing and Communities Committee)	72.7	76.5	80.2	84.4	84.4	84.4	84.4
% of council dwellings that are energy efficient (Housing and Communities Committee)	99.7	99.9	99.8	100	100	100	100
Overall level of public satisfaction with the way the antisocial behaviour	76.1	65.6	41.4	75.0	75.0	75.0	75.0

Indicator (Source)	Performance			Targets			
	15/16	16/17	17/18	18/19	19/20	20/21	23/24
complaint was dealt with (Housing and Communities Committee)							
% of ASB complaints resolved within locally agreed targets (Housing and Communities Committee)	94.57	96.68	81.23	90	90	90	90

ORGANISED TO DELIVER

This part of the Plan sets out how we are going to work together, and shape our Service to ensure it is fit for purpose and to face the changes, challenges and opportunities over the coming years. This will be the blueprint for taking Housing and Environment forward to support the delivery of the strategic objectives in the *Community Plan*, the *Corporate Plan* and the commitments expressed in the previous section of this Plan. This part of the Plan:

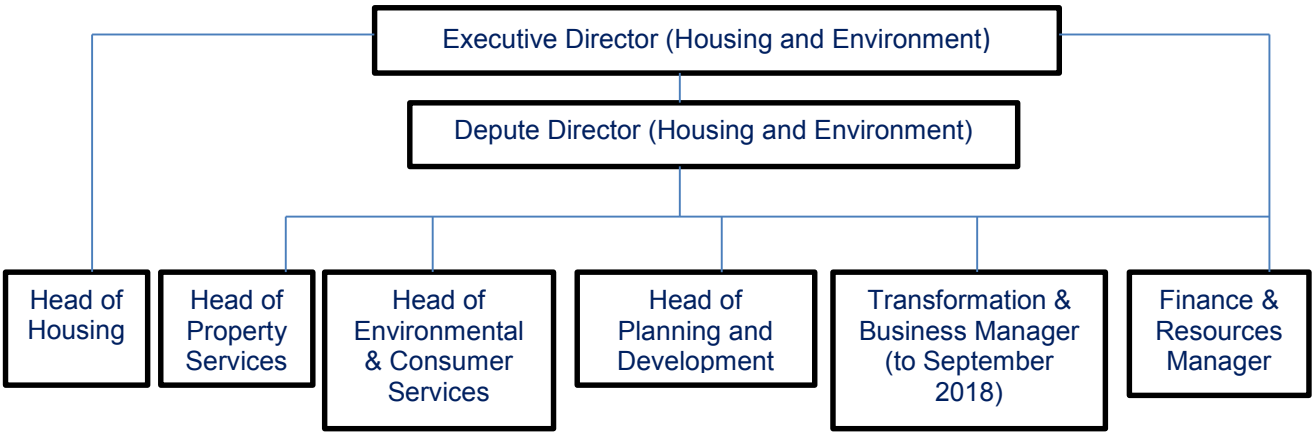
- explains how we will continue to secure positive outcomes for people and communities, within the changing context of public service reform, increasing demand and reducing budgets
- addresses our response to other influences, including new models of service delivery, locality planning, collaborative working and strategic partnerships, such as the Tay Cities Deal and the Fairness Commission`s Fairer Futures report
- sets out our approach to the reshaped workforce, the Fair Work Agenda, future workforce planning, organisational development and transformation
- outlines our commitment to giving the people, communities and businesses which use our services more choice around how we engage, how we act on that engagement to meet their needs, and how we facilitate greater community empowerment
- demonstrates how we will continue to deliver Best Value in this changing environment, including our self-evaluation activities, and identification of areas for improvement

We have set our approach to this part of the plan via themes which reflect the four priorities of public service reform, developed from the *Commission on the Future Delivery of Public Services*. The themes are:

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

GOVERNANCE AND MANAGEMENT STRUCTURE OF THE SERVICE

Our Management structure is:



There are five teams within the Service:

Environmental and Consumer Services- Head of Service, Willie Young

Housing – Head of Service, Clare Mailer

Performance and Resources – Fraser Crofts, Finance and Resources Manager, and James Dixon, Business and Transformation Manager

Planning and Development - Head of Service, David Littlejohn

Property Services- Head of Service, Stephen Crawford

Housing and Environment has overall responsibility for the Roads Maintenance Partnership (RMP) and the Street Lighting Partnership (SLP), as well as corporate responsibility for health and safety, corporate asset management and the monitoring of the Council's capital programme.

The majority of our work is overseen by two Committees of the Council:

- Environment and Infrastructure Committee
- Housing and Communities Committee

There are clear links to Strategic Policy and Resources Committee, and in particular, Property Sub Committee, as well as the Common Good Fund Committees and Licensing Committee.

Our services are also subject to a range of inspections carried out by external organisations. These inspections check that our service delivery meets national standards, provides value for money, and satisfies user requirements. The two main regulatory bodies for our Housing activities are the Care Inspectorate and the Scottish Housing Regulator, although we are also assessed by the Foods Standards Agency, for our statutory food business enforcement role.

CUSTOMER FOCUS AND COMMUNITY ENGAGEMENT

As a customer focussed organisation, we continually explore improved ways to ensure that the needs of our service users are at the heart of service design and delivery.

We employ a wide range of methods of engagement, ranging from information sharing and feedback to consultation and active involvement. There are many examples of our employees helping local communities to develop their skills, abilities and capacity to address their own needs. These are detailed in our Consultation and Community Engagement web site pages. Service led examples include the Local Development Plan, the Tay Landscape Partnership, Conservation Areas, Traffic Management, Flood Mitigation and Waste Management.

Our customer satisfaction survey showed that the majority of responders confirmed they experienced no problems in dealing with our Service, although keeping customers up to date on progress with their enquiries is an area for improvement. We need to develop new approaches to effectively managing both current and increasing demand for our services, and keeping customers informed of progress with their requests.

Putting our tenants at the heart of what we do is the central aim of our Housing Service. For example our tenants have been fully involved in the development of the new model of rent calculation through the Rent Restructure Tenant working group. Our Service Review and Evaluation (SURE) Team undertook a review of Tenant Participation activities in preparation for developing a new 3 year strategy. A strategy for tenant involvement has been written by tenants themselves - a first for Perth and Kinross Council. Our Estate Based Initiatives (EBIs) continue to involve more local people about improving where the live. Building on this engagement activity, we have had some excellent, and improving, feedback from our tenants through our Tenant Satisfaction Survey.

Extending on our approach to delivering services to communities we will continue to work with Community Planning Partners and the Local Action Partnerships to establish a clear and shared understanding of the area's needs. We will continue to develop a strong 'locality based" approach in Housing and Environment to tackle challenges and strengthen relationships among Community Planning Partners, local communities, the Third Sector and business interests, to deliver the services which our communities want.

Narrowing inequalities gaps, and building family and community capacity, are challenges which sit at the heart of our role as public servants. By focussing on dealing with the symptoms of disadvantage and inequality, and tackling their root causes, we make a difference to our most vulnerable citizens and give people an equal chance in life - while making more sustainable use of public resources. This has been demonstrated, for example, through the successes our sector-leading Home First initiative. We will extend this approach, wherever possible, to systematically embed preventive interventions across all our services.

Our priorities are to:

- integrate the systems and processes from our two former services to ensure seamless monitoring and reporting of complaints, service requests and gathering of customer feedback. This will allow us to focus on our target response rates and continuously improve service delivery, based on customer and citizen feedback, while also working towards more inclusive service delivery.

- assess our customer consultation and engagement approach for each activity across the Service. This is to ensure every team is proactive, has a clear plan around how they deploy customer engagement, and use the feedback effectively
- focus on closing feedback loops - by ensuring we respond to customers appropriately when we take action, using a clear 'you said, we did" approach

PREPARING OUR PEOPLE FOR THE FUTURE

At the very heart of what we do in Housing and Environment is the commitment and dedication of those who work in the Service. We will collectively focus on leadership, organisational culture and employee engagement, to support the integration of our new Service; manage the pace and scale of reform; and retain our talented and committed workforce.

We are committed to supporting and maintaining a high performing workforce, with the capabilities and resilience to meet the changing demands of public service delivery. The world of work is changing - we will respond to this complex environment, and emerging challenges, using the Councils' 'Learn, Innovate, Grow' organisational development framework.

We will have an increasing focus on supporting learning and skills development, particularly in areas such as digital skills, commercial/ entrepreneurial activity, and community capacity building, developing new working relationships with our communities and promoting fairness - as well as working across organisational boundaries, as more services are delivered on a collaborative basis.

We will continue our work on how the Service is structured, ensuring that job roles are flexible and responsive to the changing needs of the organisation. This will provide opportunities for personal and professional development, create opportunities for employees to fully participate, and develop leadership at all levels. Succession planning, and growing our own, will be a focus as we seek to develop strong leaders and a responsive workforce to navigate the complex challenges, and transform service delivery.

We recognise the pressures on recruiting and retaining people in several key work areas, and we will build on our current approach to attracting more young people into our work activities.

Sustaining effective employment relationships is vital and we will collectively create the conditions for fair work, equality, diversity, mutual trust, dignity and respect.

Our priorities are to:

- focus on employee engagement to bring the new Housing and Environment Service together in a strong and cohesive way, which develops a culture where we have a shared understanding of purpose, where everyone can identify with the Council's strategic objectives, and how we can all contribute to delivering the best services possible.
- develop a Communication and Engagement plan for Housing and Environment
- progress our approach to workforce planning, to:
    - identify and developing talent at all levels
    - promote staff development and succession planning
    - create the conditions for empowering employees to devolve decision making and leadership to the most appropriate level throughout the Service, and
    - support fair work principles

- continue to invest in young people, to develop career paths, targeting occupational areas of growth and hard to fill posts

PARTNERSHIP AND COLLABORATIVE WORKING

Partnership working - ranging from individual locality level to large scale regional and national partnerships - will drive our service delivery in the coming years. Housing and Environment are already delivering public services through shared leadership of partnerships at all levels - such as statutory partnerships, regional partnerships and partnerships with our communities.

We currently support the Perth and Kinross Community Planning Partnership (CPP), through leading and contributing to several groups such as the Public Realm and Environment Partnership, and the Economy & Lifelong Learning Partnership.

The delivery of the Perth City Plan, along with the Perth City Development Board and the ongoing work in delivering a Cities Deal for the Tay Cities Region, in partnership with Angus, Dundee City and Fife Councils, will be integral to the delivery of an ambitious programme of infrastructure improvements in the Perth and Kinross and wider area. Building our partnerships with the Scottish Government, Health & Social Care Partnership, Tayside Contracts, the local business community; the local voluntary sector, Police Scotland, the Scottish Fire and Rescue Service and Perth College UHI will be central to the delivery of our Service objectives.

Strong relationships with our elected members are essential, as we support them to navigate the complexity of public service delivery, provide challenge and scrutiny, and make informed, evidence based decisions on future pritorities.

An increased focus on collaborative working with other Councils will help to unlock efficiencies, share best practice, and potentially allow us to offer services to our communities to an extent that could otherwise be unachievable in the current financial context.

We also work in partnership with local and national developers to extend supply of affordable mainstream and supported housing, with services attached, to support people to live as independently as possible, in suitable housing.

A practical example of successful partnership at locality level is the improved local resilience to severe weather events through the development of Local Resilience Partnerships with rural communities. Further opportunities to work more closely in partnership with local communities are emerging through our contribution to Local Action Partnerships, in areas such as transport in the community.

Our priorities are to:

- deliver on key partnership arrangements, particularly the Tay Cities Deal and its significant inclusive economic benefits potential, and develop further collaborative opportunities with other local authorities
- support the Local Action Partnerships in the co-ordination and delivery of priority needs for local areas, through their Local Action Plans, as we work together as teams in localities, to deliver services, and develop active, self-sustaining and resilient communities

- continue to support wider community empowerment and prudent management of Council assets in ares such as Community Asset Transfers, participatory bidgeting and participation requests
- support the Health & Social Care key outcomes through the delivery of the Housing Contribution Statement

FINANCIAL / RESOURCE MANAGEMENT

Housing and Environment manages a net annual revenue budget of £134m and a 10 year capital budget of £600m. The Housing Revenue Account has a gross budget of £28.4m. In addition, we manage a capital allocation of £16.7m relating to investment within the Housing Revenue Account.

We continue to operate in a very challenging financial environment, with reducing real term resources set against a background of increasing demand for the more 'traditional' Council services we deliver. The Council's medium term financial plan recognises that these challenges will remain at least into the foreseeable future. Our approach to asset management and rationalisation will be a key part of our response to the financial challenges. One of our strengths in Housing and Environment is the ownership that staff have for managing their budgets with financial decisisions being made by staff closest to the delivery of services.

The increase in the number of older people and the impact of UK Government welfare reform will, in particular, lead to increased risks to service delivery. We have prepared for increased pressure in regard to income maximisation, benefit advice and claims, and this focus will continue, working with colleagues from other Council services. We are also expecting to face increased difficulty in recovering monies due to the Council, based on experiences in other local authorities. We are anticipating increased demand for affordable housing, as well as services for those who are homeless or threatened with homelessness, along with changes needs as a result of our ageing population.

We face the ongoing challenge of meeting an ever increasing demand for high quality services, with decreasing resources both in terms of funding and staff. In addition, we are responding to market pressures for some of our fee generating services - for example Commercial Property and recycled waste - as well as having to meet the cost of contract inflation and inflationary increases for core service provision.

A key element of our strong financial management has been our transformation and service redesign programme. The Council`s Transformation Strategy takes a proactive approach to public sector reform and will help us sustain the high quality services we provide. We are focussed on delivering our existing transformation reviews, and also the need to develop further transformative opportunities for innovation, shared working, digital service delivery, and efficiencies, to respond to the financial challenges ahead. However, this will only go some way to addressing increasing pressures on reasources.

Our priorities are to:

- focus on delivering savings already committed from budget decisions, and managing the consequential impacts on service delivery.

- deliver on existing Transformation reviews to ensure financial savings and service improvement are realised, and also ensure the sustainable use of Council assets (e.g. property, fleet)

- generate proposals for further innovations and efficiencies, based on benchmarking and best practice.

PERFORMANCE, SELF EVALUATION AND RISK MANAGEMENT

Our performance management approach is critical to ensuring the Service delivers on the Council's, and the Community Planning Partnership's, ambitious strategic objectives. To maintain high quality and the best services possible, we have established clearobjectives along with a positive, performance driven culture.

Performance plans are developed from this Business Management and Improvement Plan (BMIP) into Team Plans and Individual Work Plans. The Senior Management Team is accountable and responsible for the delivery and review of BMIP outcomes and objectives. Progress is regularly monitored at the Executive Officer Team, Corporate Management Group, the Service Management Team, Service Committees, as well as Divisional and Team meetings. The Scrutiny Committee also has a clear role to play in monitoring the performance of the whole service. Performance on the BMIP is reported on an exception basis to Committees after six months, and comprehensively for the period, normally to committees in June each year.

This BMIP has been informed by the annual evaluation of Service performance, capability and capacity, using the Council's `How Good is our Council?` toolkit which drives our forward planning, by identifying areas for improvement. Our priorities are, therefore, also influenced by the outcome of external inspection reports from scrutiny bodies, customer feedback, the employee survey and engagement sessions with our own staff.

We undertake a range of benchmarking activities through forums such as the Scottish Housing Network, Housemark, Association of Public Service Excellence, the Local Government Benchmarking Framework and its family groups including Active Asset Management, Tenancy Sustainability and Housing Options to support networking, transformation and professional development. This allows us to measure our performance at a national level and identify innovative and new ways of working to drive improvement.

As our services are publicly funded, we are accountable to the public for the spending decisions that we make and the services that we deliver. It is important that the public understands what we are doing and why, what we are doing well and what we can be doing better. We achieve this through our public performance reporting arrangements.

Risk management is embedded within the day to day operations of the Service. Key risks have been identified - this is a particular focus this year, as we combine the risk profiles for the two former Services, and embed these into the new corporate approach to risk management. Our regular review of risks examine any required additions, amendments or deletions and include a review of progress with controls and actions associated with risk

Our main strategic risks are:

Strategic Objective	Risk	Residual Risk	
		Impact	Probability
Promoting a prosperous, inclusive and sustainable economy	Build the local economy by attracting new businesses and employment	**4**	**4**
	Reduced EU Grants and reduced availability of skilled staff from EU labour	**4**	**5**
	Welfare Reform and the impact of Universal Credit impacting on the economy and residents income	**4**	**5**
Creating a safe and sustainable place for future generations.	Deliver the expectations of the Community Empowerment Act	**3**	**3**
	Availability of suitable housing land to meet population needs and achievement of Scottish Government targets	**3**	**4**
KEY **Impact** 1 – Significant 2 – Minor 3 – Moderate 4 – Major 5 – Critical **Probability** 1 – Rare 2 – Unlikely 3 – Possible 4 – Likely 5 – Almost Certain			

Our priorities are to:

- develop a single Service approach to performance management and internal controls across Housing and Environment, to evidence that performance is driving improvement, or to understand the reasons why this is not the case.
- ensure that a robust approach to benchmarking is systematic across the Services (e.g. APSE, LGBF)
- conclude the new Service risk profile, and embed the new corporate approach to risk to contribute to empowerment of leadership and decision making at all levels, and ensure our people are risk aware, not risk averse

HEALTH AND SAFETY

We fulfil the corporate role to support the entire organisation in meeting its legal obligation as well as providing a duty of care to employees, and people who may be affected by our activities.

We will follow the corporate governance arrangements for Health, Safety and Wellbeing, and ensure that staff, and elected members across the Council are familiar with the Corporate Occupational Health and Safety Policy.

We consult with all staff through the Service Health & Safety Consultative Committee. Membership of the Committee includes senior managers from every area within the Service as well as safety representatives from all the trade unions. Health and Safety performance is regularly reported to both individual management teams and is included within the key performance monitoring process to the Senior Management Team. The team will also continue to support all Services and the Corporate Health and Safety Committee in the delivery of their functions.

Our priorities are to:

- provide proactive and reactive health & safety monitoring information at a strategic level to the Corporate Management Group and the Corporate Health, Safety and Wellbeing Consultative Committee, and maintain a Health and Safety document framework which supports managers and employees in fulfilling their statutory health and safety duties.
- monitor and review the application of Health & Safety Policy and Management Arrangements and advise on their effectiveness using Team Performance Monitoring Records which evidence the completion of risk assessments, safe systems of work and operational procedures.
- provide a comprehensive Direct Health and Safety Advice and Support Service to Managers and employees in all Council services, and co-ordinate health & Safety training, including arranging, preparing and delivering training courses, E-Learning and Blended learning courses in line with the Council's Learn, Innovate, Grow Strategy.
- monitor trends and issues of concern within Housing and Environment, and take prompt remedial action

SERVICE IMPROVEMENT PLAN for 2018/19

Focus and Major Change for 2018/19	Key Action	Delivery Timescale	Lead Officer
Developing a Prosperous, Inclusive and Sustainable Economy	Continue the Commercial Property Investment Programme	31March 2019	Head of Planning and Development
	Support the delivery of the Perth City Plan	31March 2019	Head of Planning and Development
	Deliver the projects agreed through the Tay Cities Deal	31 March 2019	Head of Planning and Development
	Complete the A9/A85 link road, and continue to develop the Cross Tay Link Road	31 March 2019	Head of Planning and Development
	Complete and publish the updated Local Development Plan	31 March 2019	Head of Planning and Development
Independent, Healthy and Active Lives	Ensure we are supporting the implementation of Full Service Universal Credit	31 March 2019	Head of Housing
	Delivery of the key priority areas outlined within the Local Housing Strategy	31 March 2019	Head of Housing
	Delivery of a range of Estate Based Initiative projects identified and prioritised in consultation with tenants across Perth and Kinross	31 March 2019	Head of Housing
	Support the delivery of the Fairness Commission`s Fairer Futures report	Ongoing	Head of Housing
	Produce a Rapid Rehousing Transition Plan	31 December 2018	Head of Housing
Creating a Safe and Sustainable Place for Future Generations	Complete the Crieff Air Quality Action Plan	31 March 2019	Head of Environmental and Consumer Services
	Create a new `Transport in the Community` group with local community groups, and with expert support, to develop new community transport initiatives	December 2018	Head of Environmental and Consumer Services
	Produce a revised Road Safety Plan	31 March 2019	Head of Environmental and Consumer Services

Focus and Major Change for 2018/19	Key Action	Delivery Timescale	Lead Officer
Organised to Deliver			
Governance and Management	Complete the management review following the merger of two Services into Housing and Environment	31 December 2018	Executive Director
Customer Focus and Community Engagement	Integrate systems and processes from two former Services to ensure consistent monitoring and reporting of complaints, requests and feedback	31 March 2019	Business and Resources Manager
	Ensure effectiveness of feedback loops to keep customers up to date with progress on their requests	31 March 2019	Depute Director
	Review consultation and engagement approaches, ensuring consistency and good practice across all parts of Housing and Environment	31 March 2019	Business & Resources Manager
Preparing our people for the Future	Develop and implement a service specific plan with particular emphasis on: • Bringing the new service together in terms of culture, strategy, structure, synergy and systems • Continuously improving how we engage, communicate and value contribution • Ensuring fair work and wellbeing • Developing skills in priority areas of commercial, business, digital, community engagement and equality/diversity • Managing skills requirements in areas of growth and hard to fill roles (flexible workforce/transferable skills – linked to job families)	31 March 2019	Depute Director
	Develop our approach to workforce planning to ensure a suitable supply of qualified employees	31 March 2019	Depute Director
	Prepare a communications plan to manage the integration of the new Service	30 September 2018	Depute Director
Partnership and Collaborative working	Support the five Action Partnerships in the co-ordination and delivery of priority needs for local areas, evidence this through Local Action Plans and follow up support activities by Housing and Environment	31 March 2019	Senior Management Team

	▪ Implement the collaboration with Dundee and Angus Councils for Roads Network, Street Works and Traffic Signals Management ▪ Develop further collaborative opportunities with other local authorities	1 November 2018 31 March 2019	Head of Environmental and Consumer Services Depute Director
	Integrate participatory budgeting, community asset transfers and participation requests into the mainstream of our activities	31 March 2019	Depute Director
	Support the delivery of the Council's capital programme to achieve objectives in project delivery and spend.	31 March 2019	Executive Director
	Deliver on the Transformation Reviews being led by Housing and Environment: ➢ Property Asset Management ➢ Housing Repairs ➢ Equip, Engage, Empower ➢ Sponsorship of Assets	As per individual review timescales	Executive Director
	Develop proposals for future service improvement and transformational activities	31 March 2019	Senior Management Team
Performance, Self-Evaluation and Risk Management	Integrate performance monitoring, reporting and publishing	1 November 2018	Business & Resources Manager
	Ensure a robust approach to benchmarking is taken across all parts of Housing and Environment	31 March 2019	Business & Resources Manager
	Complete the new risk profile for Housing and Environment	1 November 2018	Senior Management Team

Acronyms Explained			
APSE	Association for Public Service Excellence	HRA	Housing Revenue Account
ASB	Anti-Social Behaviour	LGBF	Local Government Benchmarking Framework
CCTV	Close Circuit Television	RGBS	Rent Bond Guarantee Scheme
CoSLA	Convention of Scottish Local Authorities	SCARF	Save Cash and Reduce Fuel
CPP	Community Planning Partnership	SHQS	Scottish Housing Quality Standards
EBI	Estate Based Initiative	SIMD	Scottish Index of Multiple Deprivation
ECS	Education and Children's Services	SOLACE	Society of Local Authority Chief Executives
EESSH	Energy Efficiency Standard for Social Housing	SURE Team	Service User Review and Evaluation Team
EU	European Union	SLP	Street Lighting Partnership
GIRFEC	Getting it Right for Every Child	TBC	To be Confirmed
HCS	Housing and Community Safety	UC	Universal Credit
HEEPS-ABS	Home Energy Efficiency Programme Scotland – Area Based Schemes	UHIS	Universal Home Insulation Scheme
HRSAG	Homeless & Rough Sleepers Action Group		
HMO	Houses in Multiple Occupation		
HMRC	HM Revenues and Customs		

PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee
12 September 2018

Scrutiny Committee
12 September 2018

CORPORATE AND DEMOCRATIC SERVICES BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2018-21

Report by Depute Chief Executive (Report No. 18/287)

PURPOSE OF REPORT

This report presents the Business Management and Improvement Plan for Corporate and Democratic Services for 2018 – 2021.

1. BACKGROUND / MAIN ISSUES

1.1 Business Management and Improvement Plans are a core element of the Council's Service Planning Framework. The Council's now superseded Business Plan acted as a 'Business Management and Improvement Plan (BMIP)' for Corporate and Democratic Services and other corporate functions.

2. PROPOSALS

2.1 This report introduces the Plan for Corporate and Democratic Services for the period 2018-21, which sets out the key priorities which will support the delivery of the strategic objectives in both the Community and Corporate Plans.

3. CONCLUSION AND RECOMMENDATION(S)

3.1 The Corporate and Democratic Services Business Management and Improvement Plan for 2018-21 sets out how the Service will support the delivery of the strategic objectives in both the Community and Corporate Plans.

3.2 It is recommended that the Strategic Policy and Resources Committee:

(i) Approves the Corporate and Democratic Services Business Management and Improvement Plan for 2018-21

3.3 It is recommended that the Scrutiny Committee:

(i) Scrutinises and comments as appropriate on the Corporate and Democratic Services Business Management and Improvement Plan for 2018-21.

Author(s)

Name	Designation	Contact Details
Lorna Cameron	Head of Strategic Commissioning and Organisational Development	01738 475000

Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive and Chief Operating Officer	31 August 2018

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

ANNEX

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. Strategic Implications

Community Plan/Single Outcome Agreement

1.1 The proposals support the delivery of the priorities in the Perth and Kinross Community Plan/Single Outcome Agreement.

Corporate Plan

1.2 The proposals support the achievement of the priorities in the Council's Corporate Plan.

2. Resource Implications

Financial

2.1 Not applicable.

Workforce

2.2 Not applicable.

Asset Management (land, property, IT)

2.3 Not applicable.

3. Assessments

Equality Impact Assessment

3.1 Not applicable.

Strategic Environmental Assessment

3.2 Not applicable.

Sustainability

3.3 Not applicable.

Legal and Governance

3.4 Not applicable.

Risk

3.5 Not applicable.

4. Consultation

Internal

4.1 The Plan has been developed in collaboration with Heads of Service and Senior Managers in Corporate and Democratic Services.

External

4.2 Not applicable.

5. Communication

5.1 The Plan will be shared with interested audiences following approval.

2. BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

3. APPENDICES

- Appendix 1: Corporate and Democratic Services Business Management and Improvement Plan for 2018-21

Appendix 1

Corporate and Democratic Services
Business and Management Improvement Plan 2018-2021

Introduction

The Council, together with Community Planning Partners, has set out a clear vision for the delivery of public services which better meet the needs of the people of Perth & Kinross, tackle inequalities and deliver best value. Corporate & Democratic Services provide strategic leadership in respect of a number of key functions which support the Council in the operational delivery of the 5 strategic outcomes in the Local Outcome Improvement Plan and the Council's Corporate plan;-

- Giving every child the best start in life
- Developing educated, responsible and informed citizens
- Promoting a prosperous, inclusive and sustainable economy
- Supporting people to lead independent, healthy and active lives
- Creating a safe and sustainable place for future generations

To achieve these outcomes the Council, Services and to an extent partners and the public, need high quality professional and technical advice, expertise and support. Service Teams within Corporate & Democratic Services (C&DS) provide this, enabling the Council to make the best informed, risk based decisions to deliver our strategic outcomes and improve the lives of the people in our communities. C&DS also provides a strategic focus on our people and organisational culture, supporting our organisation and services to learn, evolve and change.

The dynamic and challenging environment in which we operate requires the Council to design and deliver public services in more innovative and cost effective ways. Our professional and technical advice and expertise are integral to the success of the Council in delivering an effective programme of transformation, either by itself or in partnership with other organisations.

Context

Against a backdrop of an ambitious national reform agenda, significant financial constraints, increasing demand for services and unprecedented levels of regulation and scrutiny, the public sector landscape within which the Council operates has become increasingly complex and challenging. In recent years we have seen radical reform in relation to adult health and social care services with the creation of statutory partnerships. The role of communities and the status of community planning partnerships have been enhanced through legislation which demands greater community engagement and empowerment. In terms of national policy, there is a drive towards the decentralisation of decision-making to locality based planning and delivery, a shift in focus from response to prevention and early intervention, and greater partnership working and collaboration.

Local authorities and other public bodies have to rethink how they do business. As a council we recognise the need to be innovative and entrepreneurial in our thinking and more accepting of risk as we move away from the traditional role of direct provider of services to that of commissioner, partner, enabler and influencer. In this context, the need for good governance has never been more crucial.

Good governance is essential to the success of any organisation, whether that be private, public or third sector. There is no particular definition of “public sector governance”. As a concept, governance is broad ranging and includes the culture, values, behaviours, rules, systems, structures (political, economic, social, environmental, legal and administrative); the policies, processes, controls and resources of an organisation. The level of success, however, is determined by how effectively these are directed and managed towards the achievement of the organisation’s defined objectives and intended outcomes; this ultimately comes down to the behaviour and actions of all our elected members and employees.

In simple terms, our governance framework can be described as the arrangements which the Council has put in place to ensure that our elected members and employees are doing the right things, at the right time, for the right people, in the right way and that we are open, honest and held to account.

Corporate & Democratic Services recognise that challenges also present opportunities. Our governance framework is not simply about conformance, compliance and risk management; it is also the key enabler of organisational change, innovation and improvement. Good governance supports the Council to make the best use of its corporate assets: its people, finance, information, property and infrastructure, to achieve its defined outcomes.

This Council recognises that our employees are at the heart of everything we do. The world of work is evolving. It is vital that we continue to prepare our workforce for the future; creating a learning ethos and a growth mind-set, developing leadership at all levels and encouraging healthy and resilient employees.

The current climate of financial constraint and austerity require exceptional financial stewardship to ensure that the Council has sufficient resources to continue to deliver high quality public services which meet the needs of our communities.

Digital technologies which are so pervasive in today’s world, present us with opportunities to radically transform the way we deliver services to our citizens and businesses. They create the potential for new organisation wide business operating models, giving citizens more choice around how they engage with us, and staff more opportunities to take services into the communities who use those services.

Partnership and collaboration with other public bodies, the private sector, the third sector and our communities present opportunities to make better and more efficient use of our respective property, infrastructure and information; to deliver services in new and innovative ways.

The priorities and needs of our communities are changing and our public services need to transform to meet those needs. Within local government, change is now a constant feature and the Council must be responsive, agile, flexible, inclusive and entrepreneurial in its approach to public service delivery. Corporate & Democratic Services are the key enablers of effective service redesign and change management; supporting the Council to adapt, innovate, collaborate and transform how we do our business to better benefit the communities that we serve.

Our role: what we do together

Corporate & Democratic Services (C&DS) collectively provide the core expertise and leadership in public policy, finance, legal, HR communications, organisational development, change management and transformation, procurement and IT to make sure the Council delivers excellent public services which drive better outcomes for the communities of Perth and Kinross. As a team we work together to:-

- support the democratic process
- ensure legal and regulatory compliance, openness, effective scrutiny and accountability in respect of the Council's decision-making and performance
- build our leadership, skills, knowledge and capacity to effectively and efficiently manage our business
- promote an organisational culture of learning, innovation, high performance and strong ethical values
- promote and enable services to improve and transform, thinking creatively about the way now and in future
- develop and maintain the Council governance framework and system of internal control to ensure that they are robust and aligned to the delivery of our strategic outcomes
- oversee the strategic management of our corporate resources being our people, finances, ICT and digital infrastructure and information assets, to achieve best value in the delivery of our public services
- facilitate and support effective engagement and communication with our communities to plan, deliver and monitor public services which are tailored to local priorities and need
- support other Services effectively in partnership and to collaborate with communities, other public sector organisations, the private and third sector to deliver best value
- make the Council accessible to its customers, promoting fairness and equalities
- develop new ways of delivering public services through better use and development of new technologies

C&DS also provide front line services to the public in respect of Registrar, Licensing, Revenues & Benefits, Welfare Rights, Welfare Fund, Complaints Handling and Information Access functions. Through the Customer Service Centre and website, we provide the first point of contact for tens of thousands of customers.

Our Functions

Corporate & Democratic Services comprise a number of different services who provide a range of professional, technical and support services which support the strategic management and operation of the Council.

Democratic Services play a key role in delivering local democracy and supporting effective decision-making and stakeholder engagement in the Council, in partnership with local communities. They deliver national, local and community council elections and referenda and support elected members in their administrative and civic roles and responsibilities. The team also provides Registrar's Service and through the corporate communications and design functions, support Services to deliver effective communication and engagement, reaching the right audiences, achieving measurable outcomes and driving positive behaviour change.

Finance provides financial planning, accountancy, treasury management and exchequer services to make sure we can deliver high quality services against a backdrop of financial constraint. The Service under the leadership of the Chief Finance Officer (a statutory post referred to as "the Section 95 Officer") ensures sound financial stewardship and accountability through the development and monitoring of the Council's revenue and capital budgets, the preparation of the Council's statutory Annual Accounts, the development and implementation of corporate financial strategies and the development and review of corporate finance policies, regulations, processes and controls.

Human Resources (HR) play a key role in attracting, retaining and developing talent to ensure we have people with the necessary skills, knowledge and experience to meet the challenges of delivering public services. The service promotes modern ways of working and facilitates service re-design and transformation involving workforce change. It promotes healthy working lives and fair work, with a positive and proactive approach to performance, attendance, health and wellbeing. It is also responsible for the integrated payroll and HR system which ensures employees are paid accurately and on time, statutory responsibilities are met and management information requirements are fulfilled.

Information Technology (IT) is the Council's strategic technology partner. It plays a crucial role in maximising opportunities for service redesign, innovation and automation through the exploitation of new and enhanced ICT / digital capabilities. On a day to day basis the Service delivers secure, responsive, cost-effective and reliable ICT (information communication and telephony) services across the organisation, to support the efficient and effective delivery of front line services.

Customer Service Centre is the main point of contact for most customer enquiries to the Council, providing customer focused support for face-to-face, telephone and e-mail enquiries and payment processing.

Revenues & Benefits manage the administration and collection of Council Tax, Non-Domestic Rates, Housing Benefit, Council Tax Reduction, Scottish Welfare Fund and Discretionary Housing Payments. It also provides a Welfare Rights Service which includes advice, training, appeals representation and professional and technical advice. It has a key role in relation to the ongoing Welfare Reform Agenda.

Legal & Governance Services provide professional legal advice and advocacy services to the Council across all functions to ensure organisational compliance with legislation and other regulatory requirements, national policy and standards. It provides assurance in respect of the effectiveness of the Council's corporate governance arrangement and in particular the system of internal control. The Service leads the Council's strategic approach to information management, security and compliance and fulfils the statutory role of Data Protection Officer. The Head of Service fulfils the statutory role of the Council's Monitoring Officer.

Internal Audit provides independent, objective assurance, and consultancy services designed to add value and improve the Council operations. It helps the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Licensing Service is responsible for issuing a wide variety of licences, permits and consents designed to safeguard the welfare in respect of alcohol, gambling, landlord registration and a wide variety of business activities regulated under the Civic Government (S) Act**.**

Freedom of Information /Data Protection administers monitors and reports on the Council's processes, enabling the public to exercise their rights to access information under the Freedom of Information and Data Protection legislation.

Corporate Complaints co-ordinates all investigations made in respect of complaints from the public and conducts stage 2 review investigations. Responsible for administering, monitoring and reporting on the Complaints process and for providing advice, guidance, training and support to Services to ensure a consistent and corporate approach to complaints handling across the organisation.

Culture and Community Services provides policy advice to the Council and the Community Planning Partnership on community planning, community empowerment and tackling inequalities. It includes the Stronger Communities Team which delivers adult and community learning, including Gaelic development, and community capacity building across Perth and Kinross. It supports the Community Planning Partnership Board and the Local Action Partnerships which deliver community planning priorities across localities. It oversees culture and sport policy and is responsible for the Cultural Transformation Programme and commissioning culture and sport services from Arm's Length External Organisations (ALEOS) and other funded partners.

Strategic Commissioning, Organisational Development and Transformation support the Council's drive for innovation, creativity and improvement, leading our transformation programme and promoting leadership and direction, organisational and individual learning and growth; and equality and fairness. This team also develops and supports the Council's performance management framework, working with Services to develop and monitor business management and improvement plans and performance reports. In relation to procurement, the Council spends around £255m annually contracting for services and supplies, providing an opportunity to lead and focus on the 'social impact' achieved in the way we work with other organisations. All this activity centres on supporting positive outcomes for third party partnerships, front line services and local people.

Adult Social Work and Social Care Services provide either directly or through commissioning arrangements a wide range of social work and social care services across the area under the direction of the IJB.

The Council is a statutory partner with NHS Tayside (NHST) in respect of the health and social care functions delegated under the Public Bodies (Joint Working) (S) 2014 to Perth & Kinross Integrated Joint Board (the IJB). The IJB is responsible for the strategic planning and design of integrated health and social care services. It ensures operational delivery of these services by, in effect, commissioning each partner through statutory Directions, to deliver services in accordance with its Strategic Plan. The IJB receive assurance and oversee the implementation of the Strategic Plan through their appointed officer in his capacity as Chief Officer to the IJB.

Once directed/commissioned by the IJB, the partners are then responsible for the operational delivery of the services, with the Chief Executives of each organisation responsible and accountable for the standards, quality, compliance and performance of the operational services. The Chief Executives receive assurance and oversee operational delivery through the Chief Officer in his capacity as a Director within each organisation.

The governance relationship between the Council and the Chief Officer of the IJB is complex in respect of the duality of his role; as Chief Officer and as a Director of the Council. The roles are separate and distinct, albeit interrelated.

Similarly the Head of Adult Social Work and Social Care is in a unique and complex position as regards governance arrangements given the duality of her role;-

- as a senior manager within the Health & Social Care Partnership for the purposes of the strategic planning and the design of integrated service; and

- as a member of the Council's senior management team for the operational delivery of adult social work and social care services.

For the purpose of ensuring that there are robust and effective governance arrangements in place in respect of the Council's role as the provider of operational services, as commissioned by the IJB, the Head of Adult Social Work and Social Care sits as a member of C&DS.

Our business

In addition to delivering frontline facing services, Corporate & Democratic Services provide strategic leadership, professional, technical and administrative advice, expertise and support to elected members and officers to enable the Council to discharge its duties and deliver its strategic outcomes.

The effectiveness of the Council's governance framework is crucial to its success. Good governance relies on a number of key elements, which are interlinked and mutually supporting. The more robust each of these elements is, the more successful the Council will be in managing risk and achieving its objectives and outcomes. The key elements of good governance are:-

- **Leadership, Culture & Values**
- **Vision Direction & Purpose**
- **Stakeholder Engagement**
- **People and Organisational Development**
- **Decision Making**
- **Internal Control**
- **Scrutiny & Accountability**

Corporate & Democratic Services play a key role in ensuring that each of these elements is robust and effective, promoting continuous improvement, openness, scrutiny and accountability.

Leadership, culture & values

The roles of elected members and officers whilst co-aligned are distinct and separate and both are integral to the effective leadership of the Council. Strong professional relationships, clarity of roles and a shared commitment to act in the best interests of our communities are required to ensure strong and effective leadership. Elected members and officers must behave with integrity, demonstrate strong ethical behaviour and respect the rule of law.

What we do:-

- Support Elected Members to be effective in their leadership role and ensure high standards of conduct and behaviour
- Provide leadership and support to embed our organisational development ethos *Learn, Innovate, Grow* for thinking, working and future growth, making sure the principles are consistent with the Employee Code of Conduct
- Facilitate a culture of high performance and continuous improvement through our organisational development function
- Develop, implement, maintain and monitor our corporate arrangements for recruitment, retention and remuneration to ensure that these are fair, open and transparent
- Safeguard the Council's corporate identity, ensuring our communications reflect and reinforce our values

- Develop, implement, monitor and review the Scheme of Administration to ensure transparency about the respective roles and responsibilities of elected members and officers in setting and delivering Council objectives
- Develop, maintain, monitor and review Standing Orders to ensure that decision making by Council or Committees/Sub Committees is effective and transparent and that conduct is professional
- Deliver the Monitoring Officer function and provide legal advice to ensure that the Council acts lawfully
- Ensure a culture of good governance and compliance through our internal audit function
- Ensure proper stewardship of public funds
- Collaboratively grow digital leadership within the organisation

Our priorities

- Develop our leadership programme with officers, elected members, community planning partners and individuals, recognising that our people will be key to our ability to transform as an organisation.
- Work with and empower communities and Local Action Partnerships to implement the recommendations of *What Works Scotland*.
- Develop our digital leadership to ensure that the value of Information Technology is understood and valued as a key enabler of change and transformation.
- Promote and deliver data-driven, best-practice communications, based on sound research, using the latest technology
- Promote employment equalities and the fair work agenda as set out in the Equality and Diversity in Employment Annual Plan.

Vision, direction & purpose

For any organisation to succeed there must be clarity as to what it seeks to achieve. Outcomes need to be defined in terms of sustainable economic, social and environmental benefits. They need to be deliverable, measurable and clearly articulated to and understood by our stakeholders.

What we do:-

- Facilitate the delivery of our strategic priorities and outcomes through supporting the development and implementation of our Corporate Plan and Community Plan (Local Outcome Improvement Plan) and Business Management & Improvement Plans (BMIPs).
- Share and communicate the Council's vision and priorities to stakeholders and make sure that these are understood through our democratic process, direct work with communities and corporate and external communication.
- Supports the Council to understand the financial challenges and make robust financial decisions through long term financial and scenario planning; the development, implementation, monitoring and review the Council's medium term financial plan and programme for capital investment and treasury management.

- Provide policy advice to the Council and Community Planning Partnership Board on Public Service Reform, Community Empowerment and other national policy matters
- Deliver the Council's Digital Strategy to support our vision and strategic priorities.
- Enable the Council and our stakeholders to assess performance and evaluate improvement against local and national outcomes through our performance management, benchmarking and public reporting functions.
- Set the Council's strategic priorities for culture and sport and commission services from our Arms-Length External Organisations Live Active Leisure, Horsecross Arts and Culture Perth and Kinross which deliver these priorities.
- Develop, implement, monitor and review the Council's Annual Communications Plan, targeting resources to support Council priorities.
- Make sure outcomes, objectives and actions are deliverable within our resources through our financial and workforce management functions.

Our priorities

- Lead the continued implementation of the Council's Digital Strategy to deliver digital services to citizens and businesses.
- Review our current delivery models for culture to ensure they are aligned with our strategic priorities for strengthening the cultural tourism offer of Perth and Kinross
- Review our governance arrangements for our transformation activities to ensure that these are aligned to our key objectives, reshape service delivery and realise tangible benefits and savings.
- Ensure and evidence that our core business functions are clearly linked to the Council's plans and defined outcomes.
- Evaluate the impact of significant budget cuts on services and on services/service users to inform future planning and resourcing.
- Deliver the Council's Procurement Strategy.
- Review our contract with Live Active Leisure to ensure future sport and physical activity services are aligned to local priorities and needs
- Deliver the cultural transformation programme including City Hall, and work with Live Active Leisure to realise the redevelopment of the Perth Leisure Pool site.

Stakeholder engagement and collaboration

Good stakeholder engagement and partnership working is integral to the way that we do business. However, as we work to empower communities and promote inclusion, we need to find new ways to shift the balance from control to influence and empowerment, working alongside a range of stakeholders (public, 3rd sector, local people, private sector, academia).

Our engagement with stakeholders needs to be comprehensive and meaningful; our decision-making must be open and transparent. We need to provide feedback on the quality of our performance and be able to evaluate the impact that our decisions and actions have had in terms of outcomes of our communities.

What we do:-

- Support the democratic decision-making process making sure deliberations and decisions of Council and Committees are open and accessible to stakeholders
- Develop, support and maintain the Council's on-line presence
- Develop, implement, monitor and review the Council's digital strategy to improve accessibility and connectivity
- Support the Community Planning (CP) Partnership Board and associated CP groups, including the Local Action Partnerships
- Enable the Council and stakeholders to assess performance and evaluate improvement against local and national outcomes through our performance management, benchmarking, equalities, and public reporting functions
- Provide adult and community learning and community capacity building support across Perth and Kinross
- Provide advice and support to Community Councils and Local Action Partnerships to enable local decision making and influence
- Support engagement with internal stakeholders through the development and delivery of induction, training sessions, employee surveys and feedback sessions, senior management and service based briefings learning lunches and business breakfasts
- Facilitate the production of public performance and risk reports
- Provide corporate communications, incorporating two-way internal and external communications.
- Work with trade unions and professional associations to promote positive and effective employee relations.

Our priorities

- Support Local Action Partnerships to build community capacity, co-production and decision-making, and work to meet the national target of 1% of Council spend to be determined through Community Choices/Participatory Budgeting.
- Continue to implement participatory budgeting as a tool for local decision-making and continue to support the transfer of local assets to community ownership or management.
- Review the Scheme of Establishment for Community Councils through a public consultation process.
- Ensure that the Council implements a systematic approach and applies a consistent standard to community engagement, consultation and participation
- Facilitate greater cross-party working within the Council to develop political relationships and support members to work together effectively to make the increasingly difficult decisions required to achieve our agreed outcomes.
- Develop our employee engagement to influence positive change.
- Review of our policies and strategies to ensure compliance with legislative requirements in relation to equalities (including British Sign Language Act; Gypsy/Traveller Strategy)

Organisational development

Whilst effective leadership, structures and processes are important, the success of the Council is also dependent upon having a workforce with the right skills, motivation and mind-set to operate effectively and achieve the intended outcomes. As the organisation evolves and changes, we need to assess and develop our organisational capacity to deliver; to make sure that we have the right skills, knowledge, structures and processes in place to support new ways of thinking and working and to develop our leadership capacity and the capabilities of individuals to be effective in their roles.

What we do:-

- Lead and support workforce planning to attract, retain and develop talent, build a healthy and resilient workforce and promote fair work to deliver the Council priorities.
- Manage and develop the Modern Apprenticeship and Graduate Programmes to equip young people with skills and qualifications for work.
- Ensure elected members and officers have the appropriate financial resources to deliver their objectives and outcomes through robust financial planning and management.
- Ensure that our ICT solutions and new technologies are aligned to outcomes, support innovation and more effective and efficient ways of working and support staff and elected members to develop and enhance their digital skills
- Implement a "one Council one best way" approach to ICT to make sure it is well-governed, shared, simple and standardised
- Develop, monitor and implement programmes of training and development in accordance with our '*Learn, Innovate, Grow'* philosophy
- Deliver employee engagement initiatives and events to encourage creativity and innovation, and recognise, value and celebrate our workforce
- Develop and deliver a programme of elected member training and support to ensure that they are effective in their leadership role
- Provide professional and technical advice and expertise to enable elected members to make well informed, risk based decisions.
- Facilitate and support workforce changes arising from service redesign, improvement and transformation.
- Develop, monitor, maintain and review a suite of HR policies and support management to implement these, ensuring employees are properly supported to deliver and held to account for their performance.

Our priorities

- Deliver the Corporate Workforce Plan and support Services with their workforce planning responsibilities
- Review organisational arrangements for wellbeing, attendance and performance to enhance capacity, build organisational resilience and boost productivity
- Fully implement the Job Family Framework to maximise workforce flexibility and employability opportunities
- Continue to implement the Council's Digital Skills Programme

- Deliver a leadership and development programme for officers and elected members
- Continue to encourage and facilitate innovation through partnership and collaborative working, providing new opportunities for learning, and implementing methodologies which support new thinking and initiatives
- Develop and expand our learning programme to ensure that staff working across localities and with partner agencies has equality of opportunity and access.
- Support and develop elected members to be digitally competent and confident to enable them to move to paperless meetings.

Decision-making

The business of local government is about delivering the best possible, sustainable outcomes for people; making the best use of our resources to create the greatest beneficial impact and achieve best value.
Given the broad range of functions that we provide, our long term statutory responsibilities, the increasing and competing demands for public services and the significant strain on resources, our business is complex and challenging. We deliver our intended outcomes by providing a mix of practical, legal and regulatory interventions. Determining the right mix, however, is the key strategic challenge for the Council.

Decision makers need to assess and evaluate available options to determine which intervention(s) best align with the achievement of the defined outcomes. To do this effectively they require accurate and detailed information in relation to the options for intervention available to them, all associated risks, potential benefits and impacts, and any legal, financial and governance implications.

Our decision making must be informed, robust, transparent and able to withstand scrutiny.

What we do:-

- Support the democratic decision making process to ensure that decisions are taken in public (subject to specific legal restrictions) and ensure that agendas, reports, minutes and video recordings of proceedings are available and accessible to the public
- Provide high quality professional and technical advice and expertise to elected members and officers to support informed, risk-based decision making
- Develop, implement, monitor and review our corporate project and programme governance arrangements including the provision of advice and expertise to support the development of robust options appraisals
- Develop, implement, monitor and review our corporate business planning and budgetary control cycles to support effective decision making
- Develop, implement, monitor and review our corporate performance, risk management and equalities arrangements to ensure that decision making is informed and robust, and that our activities are transparent, robust and able to withstand effective scrutiny.

- Ensure that the Council's medium term financial plan integrates service priorities, affordability and other resource constraints and is flexible enough to respond to changes in the external environment which may arise during the budget period
- Facilitate engagement with stakeholders and support community Councils and Local Action Partnerships to identify the needs and priorities within our communities to better inform service planning and delivery
- Manage our data securely and effectively to support sound information-based decision making

Our priorities

- Review our programme and project governance arrangements to ensure that these are streamlined and aligned to the Council's corporate risk management strategy
- Strengthen our risk and evidence-based approach to decision making by ensuring that key investment and operational decisions are supported by robust business cases and full options appraisals.
- Ensure that the Council takes a consistent, comprehensive, systematic and inclusive approach to options appraisals
- Procure and implement a new IT system to ensure that we have high quality risk and performance information to support effective service planning and delivery, resource management, change management, transformation and improvement.
- Continue to support local democracy and the influence of local people in decisions about their area through implementing Locality Action Partnership Action Plans to address inequalities.
- Develop and implement our Corporate Data Management plan to enable the Council to make better use of information assets.

Internal control

Internal control is often viewed as a compliance requirement, designed to limit or prohibit certain activities, rather than an enabler of improved organisational performance. It is important to understand and appreciate that the purpose of these controls is in fact to help the Council to identify and effectively manage risk thereby enabling it to achieve its objectives and the deliver best value. Internal control and risk management are key components of an effective performance management system and crucial to the achievement of the Council's defined outcomes.

The success of the Council in achieving those outcomes will depend upon how well risk management and internal control are integrated with the other elements of our governance framework. If these are integrated effectively, the result is a cohesive system of governance that can:-

- Integrate and align processes related to objective setting, planning, policies and procedures, culture, competence, implementation, performance measurement, monitoring, continuous improvement and reporting; and
- Support the Council to move forward in a cohesive, integrated and aligned manner to improve performance while operating effectively, efficiently, ethically and legally within established limits for risk taking.

To optimise performance, the risk management system and the overall system of internal control need be periodically monitored and evaluated.

What we do:-

- Provide a comprehensive financial management service; financial planning, budgeting, monitoring, forecasting and analysis of financial information to support effective decision-making and performance management
- Develop, maintain, monitor and review the Council's financial regulations
- Develop, maintain, monitor and review the Council's risk management framework
- Provide a comprehensive legal advice and advocacy service
- Develop, maintain, monitor and review the Council's performance management framework
- Provide a comprehensive human resource and payroll service
- Develop, implement, monitor, review and report on the performance of the Council's procurement strategy
- Develop, implement, monitor, review and report on the performance of the Corporate Workforce Plan
- Develop, implement, monitor, review and report on our corporate information management and security policies, processes & procedures
- Provide a comprehensive internal audit service
- Fulfil the statutory role of Chief Financial Officer to ensure fiscal compliance and proper stewardship of public funds
- Fulfil the statutory role of Monitoring Officer to ensure legal compliance and ethical standards
- Fulfil the statutory role of Data Protection Officer to ensure personal information management and security compliance
- Develop, maintain and support the Council's ICT infrastructure
- Secure the required Public Services Network accreditation to enable the Council to operate within national compliance requirements
- Secure the required Cyber Security accreditation to enable the Council to operate within Scottish Government compliance requirements
- Secure the required compliance with Payment Card Industry Data Security Standards to enable the Council to provide card payment facilities for services
- Use industry best practice improvement frameworks to continually develop our ICT infrastructure in line with the Digital Strategy
- Provide a comprehensive communications service, ensuring resources are spent effectively by evaluating campaigns, and monitoring compliance with data protection, copyright, accessibility, defamation, political publicity and other regulations, legislation and guidance.
- Develop, maintain, monitor and review the Council's performance and equalities management frameworks

Our priorities

- Develop and maintain the Council's HR and Payroll system and prepare for procurement at the end of the current contract period

- Recognising the value of our employees, review the Council's pay and grading structure to ensure it remains sustainable, equal pay compliant and fit for purpose
- Review and revise all policies, processes and procedures in relation to the Council's processing of personal information to ensure compliance with new data protection legislation
- Develop and implement a robust process of budget, performance and risk management , monitoring and reporting in respect of the Council's operational delivery of adult social work and care services as commissioned under direction by the IJB
- Achieve Public Services Network (PSN) and Cyber Essential Plus accreditation

Scrutiny & accountability

As a public body we must implement good practices in terms of transparency, reporting and audit to ensure effective accountability to our stakeholders for our decision making and our performance.

What we do:-

- Support the democratic decision-making process to ensure that the decision-making and performance reporting is open and accessible to the public
- Provide professional advice, guidance, expertise and support to the Council's Scrutiny Committee to enable it to be effective in its role
- provide professional advice, guidance, expertise and support to the Council's Audit Committee to enable it to be effective in its role
- Provide the Council's internal audit function
- Implement, monitor, review and publicly report on the Council complaints' handling process and performance
- Implement, monitor, review and publicly report on our process and performance in respect of information access requests
- Produce the Council's Annual Performance Report and benchmarking reports enabling evaluation and scrutiny of our performance
- Produce the Council's Annual Procurement report
- Report to Council and Committee on the development and corporate monitoring of the Council's Revenue budget
- Report to Council and Committee on the development and corporate monitoring of the Council's Capital budget and Treasury Management strategy.
- Prepare, publish (online) and report to Committee on the Council's annual accounts, annual Governance Statement and Remuneration Report.
- Prepare and report to Council and Committee on the Corporate Workforce Plan, Corporate Equalities (as service provider and employer) and decisions taken under delegated authority on early retirement.
- Prepare the Council's annual report on Following The Public Pound (payments to partner third sector and voluntary organisations)
- Prepare and submit the Council's Annual Efficiency Statement

Our priorities

- Refine the scrutiny and assurance functions in respect of the performance of our ALEOs
- Develop appropriate arrangements to provide assurance and scrutiny in respect of the financial management and performance of operational Adult Social Work & Social Care Services which are delivered by the Council
- Further develop our self-evaluation processes and implement a rolling programme of focussed activity to support change and improvement across the organisation.

Partnership & collaboration

The public service reform agenda seeks to create efficiencies and better meet the needs of communities through the design and delivery of more integrated public services. Public bodies and particularly local authorities have to rethink how they do business with a greater emphasis on partnership and collaborative working with other public bodies, the private and third sector and a shift towards more localised decision-making and community empowerment. The role of the Council is moving from one of direct service provider to that of partner, commissioner, enabler or influencer. This changes the traditional risk landscape for local authorities making the governance arrangements more complex and challenging.

What we do:-

- Provide professional and technical advice, guidance and expertise in respect of procurement and strategic commissioning
- Specify, manage and monitor the contractual arrangements with our Arms' Length External Organisations
- Provide professional and technical advice and support to enable effective data processing and sharing across organisations
- Provide professional and technical advice, guidance and administrative support to facilitate the operation of the Perth & Kinross Integration Joint Board (IJB)
- Maintain, monitor, review and provide professional and technical advice and expertise to implement the Perth & Kinross Integration Scheme
- Provide internal audit support to the Integrated Joint Board
- Provide financial management, monitoring and review of Adult Social Work and Social Care operational budget, as directed from the IJB, in accordance with Scottish Government Guidance and provide internal audit support to the Integrated Joint Board
- Provide professional and technical advice to TACTRAN
- Share and join data securely and effectively across functional and organisational boundaries
- Develop, maintain and monitor use of various partner visual identities, including the Community Planning Partnership and Perth and Kinross Health and Social Care Partnership
- Provide communications and engagement expertise and support to partners, detailed in the Annual Communications Plan

- Work collaboratively with other Councils and partners to explore opportunities to share expertise, knowledge and develop new service delivery arrangements
- Lead local and national partnerships to deliver local equality initiatives, including Show Racism the Red Card, See Me In Work, Perthshire Pride, multi-cultural events programme, Safe Place Disability group and Golf Memories programme

Our priorities

- Review current arrangements in place for the delivery of the Council's cultural offer and the exercise of its duties and powers in relation to libraries and museums to ensure that these are fit for purpose and deliver best value
- Review our data sharing arrangements with external partners and other agencies to ensure that they are compliant with new data protection legislation and support effective partnership working and collaboration
- Further refine the governance arrangements in respect of the relationship between the Council as partner in respect of the IJB as a statutory partner
- Further refine the governance arrangements in respect of the relationship between the IJB and the Council as the commissioned service provider of operational adult social work and social care services
- Establish a Joint Working Agreement framework to ensure good governance in partnering arrangements which involve staff managing and/or working for those who are employed by a partner employer.
- Explore collaborative opportunities for Corporate Services as directed by the Tayside Joint Chief Executives Group.

Corporate and Democratic Services Business Management & Improvement Plan 2018-2021

Ref	Outcome	Action	Target (where appropriate)	Lead responsibility	Delivery timescale
1.	**Leadership, Culture and values**				
1.1	Effective leadership demonstrated at all levels across the organisation, community planning partnership and local communities.	Develop our leadership programme with officers, elected members, community planning partners and local people to further support our people whom we recognise are key to our ability as an organisation to change, transform and improve.		L Cameron	During 2018 and 2019
1.2	Empowered communities supported by new ways of working across the Council and CPP	Prepare an Improvement Plan in line with recommendations from the 2018 review of local decision making commissioned from 'What Works Scotland'. Deliver the next phase of Participatory Budgeting Implement the Community Investment Fund		F Robertson	Jan 2019 April 2019 April 2020
1.3	Digital leadership demonstrated across the organisation and underpinning our transformation and improvement activities.	Develop our digital leadership to ensure that the value of Information Technology is understood and recognised as a key enabler of organisation change and transformation.		A Taylor/ G Taylor	Rolling Programme
1.4	Effective communication, openness and comprehensive engagement.	Promote and deliver data-driven, best-practice communications, based on sound research, using the latest technology.	Link to Annual Communications Plan	G Taylor	Rolling programme
1.5	A more inclusive and diverse workforce.	Promote employment equalities and the fair work agenda Plan.	Link to Equality & Diversity in Employment Plan	K Donaldson	Annual review of actions and impact

2.	**Vision, direction and purpose**				
2.1	Increase in on-line services	Lead the continued implementation of the Council's Digital Strategy to deliver digital services to citizens and businesses.		A Taylor	Rolling programme
2.2	Social, economic and tourism outcomes from culture delivered across Perth and Kinross	Review our delivery models for culture to ensure they are aligned with our strategic priorities		F Robertson	2020/21
2.3	The Council's transformation programme is aligned to the delivery of our strategic outcomes and we can evidence and realise efficiencies, benefits and savings.	Review and refine the governance arrangements for our transformation activities to ensure that these are aligned to our key objectives, help reshape service delivery and realise tangible benefits and savings.		L Cameron/ Project Lead Officers	Dec 2018
2.4	Core business functions are aligned support the delivery of our defined outcomes.	Ensure that our service, financial, workforce, performance and risk management activities are linked into and inform our strategic and operational planning.		L Cameron	Mar 2019
2.5	Planning and resourcing decisions are informed and take into account the impact of savings pressures in terms of quality and customer experience	Evaluate the impact of further savings pressures on services and on services/service users, using Equalities compliant impact assessment tools to inform future planning and resourcing decisions.		Relevant Heads of Service	Jan 2019
2.6	Our procurement activity improves public services and delivers local economic, environmental and social benefits.	Provide the strategic leadership to support the Council to implement its Procurement Strategy.	Link to Procurement Action plan	L Cameron	3 year strategy to 2021
2.7	Local sports facilities are aligned to local priorities and needs.	Review our contract with Live Active Leisure to ensure future sport and physical activity services are aligned to local priorities and needs.	Revised contract with clear outcomes and KPIs, deliverable within contract fee.	F Robertson	April 2019

2.8	Deliver the cultural transformation programme and support LAL to deliver the Perth Leisure Pool redevelopment to achieve economic and tourism outcomes for Perth and Kinross aligned with the City Plan and Community Plan	Deliver the capital projects included in the Cultural Transformation Programme including City Hall, and work with Live Active Leisure to realise the redevelopment of the Perth Leisure Pool site.	Meet capital programme milestones for the cultural transformation programme Develop revised funding strategy for PLP site in partnership with LAL.	F Robertson	Mid 2021 Dec 2018
3.	**Stakeholder engagement and collaboration**				
3.1	Local communities have more control over the decisions and budget spend for their area.	Respond to the National Joint Review of Local Governance, Work towards meeting the national target of 1% of Council spend to be determined through Community Choices/Participatory Budgeting (PB).	1% of allocateable Council spend determined through Community Choices/PB	F Robertson/ S MacKenzie	March 2019 March 2019/ 0ngoing
3.2	A new scheme for Community Councils in place which better meets the needs of our communities.	Review the Scheme of Establishment for Community Councils through a public consultation process.		G Taylor /	2019
3.3	Our engagement with our communities is meaningful, inclusive and effective and support people to influence and shape service design and delivery.	Support the implementation of the Community Plan and Local Action Plans to address inequalities, and continue to apply consistent standard for community engagement and participation.		F Robertson	Ongoing Ongoing, with annual review of Community Plan and Local Action Plans

3.4	The political leadership can demonstrate that it acts in the public interest at all times and that the shared and collective responsibility for the delivery of the Council's key objectives and defined outcomes is understood.	Facilitate greater cross party working within the Council to develop and enhance political relationships and support elected members to work together effectively to make the decisions required to identify our priorities and deliver better outcomes.		G Taylor/ L Cameron	Rolling programme of support and devt
3.5	Service delivery is shaped and influenced by our communities.	Develop our employee engagement to support our staff to work in new and innovative ways, moving from a position of direct control to that of influence and empowerment in relation to how modern public services will be delivered.		L Cameron	By June 2019
4.	**People and Organisational Development (OD)**				
4.1	A flexible and motivated workforce suitably skilled and equipped to work in new and innovative ways to deliver public services which better meet the emerging and future needs of our communities.	Deliver the Corporate Workforce Plan and support Services with their workforce planning responsibilities.	Link to Workforce Plan	K Donaldson/ L Cameron	By 2021 Annual Workforce Report to Council each December
4.2	The wellbeing, attendance and performance of our workforce is enhanced and improved.	Review organisational arrangements for wellbeing, attendance and performance to enhance capacity, build organisational resilience and boost productivity.		K Donaldson	March 2019
4.3	A more flexible and agile workforce with opportunities for development.	Fully implement the Job Family Framework, including associated processes, to maximise workforce flexibility and employability opportunities.	Job Families in place by March 2019	K Donaldson	By March 2020
4.4	More elected members, staff and community planning partners are digitally skilled and competent.	Continue to implement the Council's Digital Skills Programme.	Progress reported to / scrutinised by the ICT Transformation Board	A Taylor	Rolling Programme

4.5	Our learning and development programme is comprehensive, inclusive and widely accessible to staff within the organisation and those working with us across localities to deliver services.	Work with partners and other agencies to further expand our learning and development programme to encourage innovation and collaboration, to create greater opportunities for learning and to develop methodologies which support new thinking and initiatives.		L Cameron	Throughout 2019.
4.6	Council and committee meetings are a paperless environment	Support elected members to be more digitally competent and confident through training.		G Taylor/ A Taylor	By summer 2019.
5.	**Decision-making**				
5.1	Our transformation activities deliver new and more efficient and effective ways of working which better meet the needs of our communities.	Review our programme and project governance arrangements to ensure that these are streamlined and aligned to the achievement of the Council's defined outcomes and key priorities.		L Simpson/ L Cameron	Dec 2018
5.2	Decision making is fully informed and risk based.	Strengthen our risk and evidence-based approach to decision making ensuring that key investment and operational decisions are supported by robust business cases and full options appraisals.		S MacKenzie/ L Cameron	Rolling programme in 2018/19
5.3	Decision making is fully informed and risk based.	Ensure that the Council takes a consistent, comprehensive, systematic and inclusive approach to options appraisal.		L Cameron	Ongoing
5.4	Decision making is fully informed and risk based.	Procure and implement a new IT system to ensure that we have high quality risk and performance information to inform decision making and support change and improvement.		L Cameron	Summer 2019
5.5	Decision making is fully informed and risk based.	Procure and implement new IT systems to ensure that the Council has high quality risk and performance information to support effective service planning and delivery, resource management, change, transformation and improvement.		L Cameron	May 2019

5.6	Elected Members have the right information to make sound and sustainable financial decisions.	Review and update the Council's Medium Term Financial Plan and put in place arrangements to support Council Services and Elected Members in developing sustainable Revenue and Capital budgets.		S MacKenzie/ EOT/CMG	Sept 2018 Feb 2019
6.	**Internal control**				
6.1	Effective and efficient HR and Payroll system and strategy agreed for future arrangements.	Develop and maintain the Council's HR and Payroll system and ensure that appropriate procurement arrangements are in place to maintain business continuity once current contract period ends.		K Donaldson	By 2020/21
6.2	The Council's pay and grading structure remains equal pay compliant and fit for purpose.	Review the Council's pay and grading structure.		K Donaldson	By 2019/20
6.3	The Council is compliant with the provisions of the General Data Protection Regulation and the new Data Protection legislation	Review and revise all policies, processes and procedures in relation to the Council's processing of personal information.		L Simpson	Summer 2019
6.4	Our governance arrangements are effective and provide assurance and transparency in respect of internal controls around the operational delivery of adult care and adult social work services	Develop and implement a robust process of budget, performance and risk management, monitoring and reporting in respect of the Council's operational delivery of adult social work and care services as commissioned under direction by the IJB.		S MacKenzie/ L Simpson/ R Packham/ D Fraser	March 2019
6.5	Network is public service compliant and secure and cyber security arrangements are robust and effective.	Achieve Public Services Network (PSN) and Cyber Essential Plus accreditation		L Simpson	December 2019
6.6	The Council has in place a strong system of financial management.	Develop the finance Intelligent client model with Service Management Teams and review after the first 12 months of operation.		S MacKenzie	September 2019
6.7	The Council has in place a strong system of financial management.	Review the Council's Financial Regulations.		S MacKenzie	January 2019

7.	**Scrutiny and accountability**				
7.1	ALEOs are subject to effective scrutiny and will be functioning appropriately.	Continue to refine the scrutiny and assurance functions of ALEOs.		F Robertson	Ongoing
7.2	The Council implements good practices in transparency, reporting and audit to deliver effective accountability.	Develop appropriate arrangements to provide assurance and scrutiny in respect of the financial management and performance of operational Adult Social Work & Social Care Services which are delivered by the Council.		S MacKenzie/ L Simpson/ R Packham / D Fraser	March 2019
7.3	The Council implements good practices in transparency, reporting and audit to deliver effective accountability.	Further develop and refine our self-evaluation processes and undertake a rolling programme of focussed activity to support change and improvement across the organisation.		L Cameron	May 2019
8.	**Partnership and collaboration**				
8.1	The delivery models for culture are reviewed to ensure they are fit for purpose and deliver best value.	Review current delivery models for culture and make recommendations for improvement.		F Robertson	November 2018
8.2	Our partnership arrangements operate effectively and deliver better outcomes for the people of Perth & Kinross.	Review our data sharing arrangements with external partners and other agencies to ensure that they are legally compliant and support effective partnership working and collaboration.		L Simpson/ CMG	Rolling programme 2019/20
8.3	Our Health and Social Care Partnership is effective in delivering better outcomes for the people of Perth & Kinross.	Further refine the governance arrangements in respect of the Council's relationship with the IJB as a statutory partner.		L Simpson/ R Packham/ D Fraser/	Rolling Programme 2019/20
8.4	Our Health and Social Care Partnership is effective in delivering better outcomes for the people of Perth & Kinross.	Further refine the governance arrangements in respect of the relationship between the Council and the IJB as the commissioned service provider of operational adult social work and social care services.		L Simpson/ R Packham D Fraser/	Rolling Programme 2019/20

8.5	Our partnership arrangements operate effectively and deliver better outcomes for the people of Perth & Kinross.	Establish a Joint Working Agreement framework to ensure good governance in partnering arrangements which involve staff managing and/or working for those who are employed by a partner employer.	Health & Social Care Partnership – Jan 2019	K Donaldson/ L Simpson	Dec 2018

PERTH AND KINROSS COUNCIL

SCRUTINY COMMITTEE

12 September 2018

SUMMARY OF FINDINGS FROM BEST VALUE ASSURANCE REPORTS:

EAST RENFREWSHIRE COUNCIL, WEST LOTHIAN COUNCIL, ORKNEY ISLANDS COUNCIL, CLACKMANNANSHIRE COUNCIL, FIFE COUNCIL AND EAST AYRSHIRE COUNCIL

Report by the Head of Strategic Commissioning and Organisational Development (Report No. 18/289)

Councils are required to demonstrate best value by showing continuous improvement in delivering their priorities. Audit Scotland scrutinises their performance and publishes Best Value Assurance Reports (BVARs), expecting that councils will act on their key messages and use the learning to improve their activity.

In February 2018 the Scrutiny Committee discussed key reports in relation to BVARs for Inverclyde and Renfrewshire Councils. [Report 6 18/40] and Summary of Findings – Appendix 1. This report summarises the findings from the 2017 audits of East Renfrewshire, West Lothian and Orkney Islands Councils, and the 2018 audits of Clackmannanshire, Fife and East Ayrshire Councils.

1. Background/Main Issues

1.1 The Accounts Commission holds local authorities to account to achieve the highest standards of governance, financial stewardship and value for money. It expects councils to have clear priorities and continuously improve their services and make best use of their resources, the pace, depth and continuity of which are key to how well councils meet their priorities.

1.2 The statutory duty of best value was introduced in the Local Government in Scotland Act 2003. Audit Scotland's role is to scrutinise the performance of councils and publish Best Value Assurance Reports (BVARs), expecting councils to act on the key messages and use the learning to improve their own activity. The BVAR reports have taken a new approach, and all 32 councils will have a BVAR at least every five years and will continue to be the subject of an annual audit report and accounts. The last audit of best value for Perth and Kinross Council was in 2008.

1.3 BVAR Reports aim to provide assurance on a council's statutory duty to deliver best value, with a particular focus on the Accounts Commission's Strategic Audit Priorities including:

- The clarity of council priorities and quality of long term planning to achieve them;

- How effective councils are at evaluating and implementing options for significant changes in delivering services;
- How effective councils are at ensuring that members and officers have the right knowledge, skills and time to lead and manage delivery of council priorities;
- How councils involve citizens in decisions about services; and
- The quality of council public performance reporting to help citizens gauge improvement.

1.4 This report summarises the key messages from recent council BVARs, describes Perth and Kinross Council's position against these and ongoing work to achieve best value and continuous improvement.

2. Key Messages from BVAR Audits, Perth and Kinross Council position and planned activities and improvements

2.1 A detailed analysis of Perth and Kinross Council's position against the strategic priorities in the new style BVAR reports was presented to the Scrutiny Committee in February 2018 in Appendix 1 of the Summary of Findings Report [Report 6 18/40].

2.2 The key messages highlighted in the next six published BVAR reports and regarded as important by Audit Scotland for all councils are as summarised in sections 2.3, 2.6, 2.10 and 2.13.

2.3 **Key Messages from BVARs - Strategic Direction**

a) The Council **vision needs to be well supported by elected members, officers and partners** and there should be positive working relationships and political stability to enable good decision making and effective change.
b) **Elected members should have a transparent and active role in scrutiny** and greater oversight of transformation activities. They should provide effective challenge, which should be evidenced. **Elected members** from outside the decision making structure should have sufficient opportunity to **scrutinise Council wide performance.**
c) Councils should **show awareness of the challenges they face.**
d) Councils need to assure themselves that **governance arrangements** for Arm's Length External Organisations (ALEOs) **are appropriate.**
e) Councils should have **clear delivery plans** with specific actions and **performance-monitoring arrangements** should be in place.

2.4 Perth and Kinross Council's position – Strategic Direction

a) Our vision '*Creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here'* and our five strategic objectives in our Community Plan (Local Outcomes Improvement Plan) 2017-2027 and Corporate Plan 2018-2022 were developed following extensive engagement with elected members, community planning partners and feedback from local people. Progress on these plans is

reported regularly to council committees and to community planning partners. Outcome Delivery Groups and service committees also receive regular updates on service-specific plans and progress against commitments, improvements and transformation.

b) Elected members actively scrutinise and challenge services and our transformation programme. They, and the joint boards such as the Community Planning Partnership Board, Integrated Joint Board (IJB) and Outcome Delivery Groups, receive regular reports on progress.

c) Regular scheduled meetings with elected members and officers, member officer working groups, as well as working groups and short life working groups form part of our political management arrangements and give political guidance on policy development and scrutiny to service developments and improvements.

d) The Chief Executive Group has weekly meetings with political groups to discuss upcoming committee reports, policy issues and pressing issues. Elected members regularly raise and discuss issues with officers.

e) Briefing sessions for elected members provide information on budget challenges, workforce management, benchmarking performance and strategic planning, as well as new initiatives and service developments.

f) Progress reports on the Council's transformation programme (2015-20) are regularly reported to the Strategic Policy and Resources Committee, as well as to the Member Officer Modernising Governance Group for discussion, scrutiny and challenge.

g) We work to promote equalities and human rights, and tackle inequalities. This work is driven and progressed via the Equalities Operational Group, the Community Equalities Advisory Group, and the Equalities Strategic Forum. The delivery of the recommendations of the Fairness Commission Report is progressed by the Community Planning Partnership Executive Officer Group, and reported to the Community Planning Partnership Board.

h) The Scrutiny Committee carried out a review of its activities and produced new guidance for members: Seventh Scrutiny Review "Role of Scrutiny in a Changing World [Report 17/161] April 2017. This Committee scrutinises service delivery and policy; reviews the adequacy of arrangements and procedures, policies and practices in relation to corporate governance, and how we manage risk; reviews and oversees the Council's complaints procedures; considers reports by the Scottish Public Services Ombudsman; and scrutinises the performance of the organisations providing arts and cultural services and sport and leisure services on behalf of the Council.

i) The Council has three ALEOs, Culture Perth and Kinross, Horsecross Arts Limited and Live Active Leisure. On a rolling basis ALEOs are invited to the Scrutiny Committee to account for their performance and a programme is in place for the next year – Scrutiny Committee Forward Planner 2018/19 and Appendix. A review is underway of our arrangements for ALEOs to ensure the scrutiny and assurance functions are developed and refined.

j) A review of local decision making was completed by *What Works Scotland* in April 2018. (Background to the report). Work is underway

with Action Partnerships to develop an improvement plan incorporating their recommendations. This will be presented to the Community Planning Partnership Board.

2.5 The activities above will continue as we face challenging times ahead. As part of our continuous improvement on strategic direction, we will continue to:

- Implement our Transformation Programme achieving significant changes in service delivery and realising savings, **revising our governance arrangements** to make sure we deliver best value and that this work is fully aligned to our key objectives.
- Support our people as the essential element of our ability to transform as an organisation.
- Prepare an improvement plan in line with recommendations from the 2018 review of local decision making, commissioned from What Works Scotland. Deliver the next phase of Participatory Budgeting and implement the Community Investment Fund.
- Ensure clear **links between budget, service and workforce planning and outcomes.**
- **Evaluate the impact** of significant budget cuts on services and the impact on services/service users.
- Refine the scrutiny and assurance functions of ALEOs and continue to work with the IJB and Health and Social Care Partnership to refine our governance arrangements.

2.6 Key Messages from BVARs – Performance and Improvement

a) Councils should have a good view of council-wide progress in delivering **change programmes, together with a fully integrated approach to financial and service planning**. They should **consider different models** of service delivery as part of business transformation programmes.

b) Councils need to be in a position to **demonstrate the pace, depth and continuity of improvement associated with best value.** Self-assessment at strategic, service and partnership levels provides assurance on both systems and approaches and the quality of service delivered.

c) Councils should be aware how more ambitious transformation programmes may present risks to the **capacity of the workforce and continuing service provision**.

d) Evidence should be used to inform **satisfaction levels,** e.g. from Citizens' Panels.

e) By better articulating, monitoring and reporting how key performance indicators link to priorities, councils will be better able to show **if, and how, its actions make a positive difference to the lives of local people.**

f) Effective **processes to manage performance**, a **clear commitment to continuous improvement and well-developed self-evaluation** processes should be in place.

g) Councils should be aware that **some areas of improvement from previous best value audits still remain**.

2.7 Perth and Kinross Council's position – Performance and Improvement

a) We are clear about the need for pace to deliver the changes and transformation we need to meet future challenges. We recognise that we need to do this in partnership with our community planning partners, local people and private businesses.

b) Our transformation programme includes risk profiles and workforce implications, where relevant.

c) The 17 projects in our current transformation programme (2015-2020) are supporting the Council to be in a strong position for the future. Progress is reported regularly to and scrutinised by Committees.

d) As a result of transformation activity we are witnessing changes in service models and organisational culture with, for example, a change to digital service delivery, services to homeless people, and a move to seven day working for some operational services.

e) Learn, Innovate, Grow is the Council's organisational development framework, which was approved in 2015, alongside the Council's Transformation Strategy (Report No 15/292). Our approach to supporting change and transformation is articulated around the Learn, Innovate, Grow framework which sets out our ethos for thinking, working and future growth. The three principles underpin how we evolve our organisational culture and act as enablers for transformation and continued growth and the framework promotes positive people practices, leadership, learning, engagement and innovation, to support changing business needs and new ways of working with our communities

f) Our Building Ambition – Developing Talent: A Workforce Plan for Perth & Kinross Council 2018-2021 explains our journey of change and how we will continue to develop and support our employees within the changing context of public service reform, increasing demand and reducing budgets

g) All savings proposals presented for council approval include an assessment of the potential impact in relation to workforce, outcomes, performance, customers, fairness and equalities, and these are considered by elected members.

h) Council services engage in a range of ways with citizens and customers and feedback has been included in our Community Plan (Local Outcomes Improvement Plan) 2017-2027. In addition, our website, You Said, We Did, highlights tenant feedback and our response to this to improve services. Work is underway to improve the consistency of this across services, collating and publicising feedback and demonstrating how this has been used to improve services.

i) The Care Inspectorate and Education Scotland carry out announced and unannounced inspections of registered social work and housing support services, and educational establishments, measuring and evaluating key areas.

j) People who receive services, their families/carers and staff feed into this process providing valuable information on the quality and impact of the support they receive. These findings are reported to service committees and to the IJB.

k) Services report their Complaints performance to service committees and these are summarised in the public Council Complaints Performance Report 2016/17. The Scrutiny Committee also receives and scrutinises these reports.

l) The Corporate Annual Performance Report and PK Performs, as well as service Business Management and Improvement Plans (BMIPs) show how our actions make a difference to the lives of local people. Evaluations of the first round of Participatory Budgeting and the impact of the funds that were allocated also highlight the difference this work with communities has made to local people.

m) The Local Government Benchmarking Report Framework 2016/17 summarises our performance and enables the Council, members of the public and other stakeholders to see how we are performing in key areas compared to other local authorities. Housing services also participate in a national benchmarking group, Housemark, which supports these services to compare their performance and improve in key areas.

n) We have a programme of collaborative reviews to support transformation and change with neighbouring councils, with success for work around joint planning for children's services.

o) Preparation is well progressed to enable the implementation of 1,140 hours of Early Learning and Childcare.

p) The Tayside Regional Improvement Collaborative is established and will be the main vehicle by which major Education reforms are taken forward being mindful of the impact of this on local delivery and staff.

q) The creation of the IJB for Health and Social Care has seen major change in the operational and strategic management of these services, integrating to deliver the most positive outcomes for people who need support and working with local communities to support change.

r) Across care and support services teams carry out self-assessments of their services as part of our care inspection process. These are then followed up by the Care Commission in announced and unannounced inspections.

s) Our `How good is our Council?` self-evaluation tool is used across the Council and helps inform our BMIPs. These are prepared annually and reported six monthly to Council committees, including Scrutiny.

t) Further work will include elected members (and communities/individuals) in our self-evaluation and ensure systematic use of self-evaluation tools. We have nationally recognised tenant scrutiny, lessons from which we will share with other services, to support user-led inspection and review of services.

u) Progress against the previous best value audit in 2008 is being evaluated.

v) Service committees also receive regular updates on individual service performance and inspection reports, including Housing Service Performance, educational attainment [Report 8 17/354] (Appendix 1 and Appendix 2) and Quality of Life Indicators.

w) The Council's online Evidence Portal is being revised to create a more extensive Performance Hub.

x) All reports are publically available on the Committees page of the Council's website. The reports can be translated on request to make them more accessible.

y) Results from external inspections and audits showing performance and progress in meeting positive outcomes for people across Perth and Kinross are reported to council committees and published on our website and some examples are included below:

Corporate and Democratic Services
Perth & Kinross Council: the Audit of Best Value and Community Planning 2008
Education and Children's Services:
Education Scotland
Educational Psychology Service Standards and Quality Report 2015-16
Joint Inspection of Services for Children and Young People in Perth and Kinross April 2018
HMIE Reports for Schools are available from each individual website – Schools in Perth and Kinross
Scrutiny by Inspection
Housing and Environment
Food Hygiene Information Scheme
Housing Support Care Inspection January 2018
Inspections and Monitoring (Housing and Community Safety)
Perth Crematorium Inspection

2.8 As part of our continuous improvement on performance and improvement, we will:

- Continue with the pace of change we need to meet future challenges as part of our transformation programme. In particular, we will make sure we apply a systematic approach to benchmarking and customer engagement, demonstrating the ways in which people have and continue to influence service changes and improvements. This will be collated and published in our new performance/information hub on the Council website
- Apply options appraisal in a more systematic way across all parts of the Council as part of our transformation programme, engaging with communities, partners, and wider stakeholders in this process
- Continue to assess the capacity of the workforce to deliver change and savings and will review our health and Wellbeing Strategy to make sure our procedures build organisational resilience, address mental health issues effectively and enhance productivity.

2.9 **Key Messages from BVARs - Use of Resources**

a) **Consistent underspending** on revenue budgets generates high **levels of unplanned year end balances. Councils should prepare longer term financial plans** to ensure the sustainability, feasibility and practicalities of current spending plans, and to demonstrate that

dependency on the Strategic Reserve Fund to subsidise service delivery, is limited to the short term.

b) **Early involvement of elected members** in identifying priorities could reduce the risk of failing to deliver savings.

c) Using reserves to balance budgets is not sustainable and councils should **make decisions about the services they can afford to offer.** The drive for savings needs to be balanced with the need for sufficient officer time and skills to support change.

2.10 Perth and Kinross Council's position – Use of Resources

a) Perth and Kinross Council has very strong financial management and our financial position is currently sustainable. Our Medium Term Financial Plan sets out the challenges for 2018 to 2023 and we have a provisional revenue budget for 2018-19, which was updated in February 2017, and the Council has approved the development of revenue budgets to 2020-21. The level of reserves held is informed by an annually reviewed reserves policy and our Reserves Strategy is reported to the Council in February each year. Our Medium Term Financial Plan is updated on a rolling basis and our revenue and capital budget will continue to be monitored regularly and reported quarterly to the Strategic Policy and Resources Committee.

b) Our robust budget setting takes place between September and February each year and includes detailed plans for communication and engagement with the public, partners and staff.

c) In order to involve elected members at an early stage, from May 2017, we have been carrying out more strategic briefings in advance of the Scrutiny Committee and some service committees have been receiving briefings on key developments prior to their committee.

d) Our key financial documents are: Medium Term Financial Plan, Annual Accounts, Audit Plan, Revenue and Monitoring Reports. The Council's annual Treasury Report [Report No. 18/211] (Appendix 1, Appendix 2) outlines the Council's policy in relation to borrowing and investment.

e) The medium term financial plan sets out different scenarios for potential savings requirements. Detailed savings plans are detailed in the revenue budget.

f) Our Transformation Programme contributes to savings plans and Our Building Ambition – Developing Talent: A Workforce Plan for Perth & Kinross Council 2018-2021 explains our journey of change and how we will continue to develop and support our employees within the changing context of public service reform, increasing demand and reducing budgets

g) All savings proposals presented for council approval include an assessment of the potential impact in relation to workforce, outcomes, performance, customers, fairness and equalities, and these are considered by elected members.

2.11 As part of our continuous improvement on use of resources, we will continue to:

- Support greater alignment of financial asset and human resource priorities to maximise improvement and set the agenda for further transformation.
- Further align our finances and workforce priorities into our overall business planning activities through our revised service planning process for 2019/20.

2.12 **Key Messages from BVARs - Partnership Working**

a) Councils should work towards having **better working relationships,** established arrangements and promising examples of joint working, with Culture and Leisure Trusts, integrated health and social care services and other public bodies.

b) Councils should **develop new approaches to delivering services** so that they can deliver the savings required and continue to work with local people whilst doing this and deliver the requirements of the Community Empowerment (Scotland) Act 2015.

c) **Community Planning Partnerships** should measure, monitor and report sufficient evidence to **demonstrate how effectively they are making progress** towards delivering their outcome priorities for the community.

d) Councils should use a **varied range of tools to involve communities in decision-making** and help communities develop the skills and confidence to deal with local needs and priorities. This helps to give community groups a positive attitude and a sense of control in shaping their own area.

2.13 Perth and Kinross Council's position – Partnership Working

a) We have strong partnership and collaborative working to deliver positive outcomes for people across Perth and Kinross. Our Community Plan/Local Outcomes Improvement Plan 2017-2027, details the way we work together to deliver positive outcomes and at a more local level, our Local Action Partnerships/Local Action Plans summarise specific priorities for local communities to address their inequalities. The What Works Scotland Review April 2018, on local decision making in Perth and Kinross has recommendations for local participation and decision making which are being reviewed by local partnerships.

b) The Health and Social Care Partnership Annual Performance Report 2017/18 summarises the progress of the partnership in meeting the nine national outcomes for health and care.

c) As part of our priority to address inequalities, The Fairness Commission was supported and its recommendations are being implemented by the Community Planning Partnership to deliver a fairer, more equal Perth and Kinross.

d) Tayside Plan for Children, Young People and Families and the work of this Partnership received an extremely positive inspection report from the Care Inspectorate in 2018, demonstrating the positive impact on the lives of children and families.

e) In relation to ALEOs, they report on a rolling basis to our Scrutiny Committee on their performance, participation levels, growth opportunities, levels and sources of funding and governance arrangements.

f) We have good examples of strong collaborative working with our neighbouring local authorities, including joint children's services planning and delivery of services, and work directed by the Tayside Joint Executives' Meeting to lead collaborative projects, for example, on procurement, commissioning, HR/Payroll and IT.

g) The Annual Performance Report shows how the Community Planning Partnership measures, monitors and reports on progress.

2.14 As part of our continuous improvement in relation to partnership working, we will:

- Work towards meeting the national target of 1% of Council spend to be determined through Community Choices/Participatory Budgeting.
- Support the implementation of the Community Plan and Local Action Plans to address inequalities, and continue to apply consistent standard for community engagement and participation.

3. SUMMARY OF IMPROVEMENT ACTIONS

3.1 As outlined throughout the report, we have a number of areas we are working on to continuously improve the way we work, our pace of change and transformation and the outcomes we want to achieve working in partnership with local people. These are summarised below.

3.2 We will continue to:

Strategic direction	Implement our Transformation Programme, achieving significant changes in service delivery and realising savings, **revising our governance arrangements** to make sure we deliver best value and that this work is fully aligned to our key objectives.
	Support our people as the essential element of our ability to transform as an organisation
	Prepare an improvement plan in line with recommendations from the 2018 review of local decision making, commissioned from What Works Scotland. Deliver the next phase of Participatory Budgeting and implement the Community Investment Fund.
	Ensure clear **links between budget, service and workforce planning and outcomes.**

	Evaluate the impact of significant budget cuts on services and the impact on services/service users.
	Refine the scrutiny and assurance functions of ALEOs and continue to work with the IJB and Health and Social Care Partnership to refine our governance arrangements
Performance & improvement	Continue with the pace of change we need to meet future challenges as part of our transformation programme. In particular, have a systematic approach to benchmarking and customer engagement, demonstrating the ways in which people have and continue to influence service changes and improvements. This will be collated and published in our new performance/information hub on the Council website
	Apply options appraisal in a more systematic way across all parts of the Council as part of our transformation programme, engaging with communities, partners, and wider stakeholders in this process
	Continue to assess the capacity of the workforce to deliver change and savings and will review our health and Wellbeing Strategy to make sure our procedures build organisational resilience, address mental health issues effectively and enhance productivity
Use of resources	Support greater alignment of financial asset and human resource priorities to maximise improvement and set the agenda for further transformation.
	Further align our finances and workforce priorities into our overall business planning activities through our revised service planning process for 2019/20.
Partnership working	Work towards meeting the national target of 1% of Council spend to be determined through Community Choices/Participatory Budgeting.
	Support the implementation of the Community Plan and Local Action Plans to address inequalities, and continue to apply consistent standard for community engagement and participation.

4. CONCLUSION AND RECOMMENDATIONS

4.1 This report examines the position of Perth and Kinross Council against six BVAR reports and the messages from Audit Scotland to make sure local councils have an understanding of their strengths and areas for improvement to help them prepare for a challenging future. This is an opportunity to benchmark our performance, learn from the BVARs, and identify any improvements we need to make, to make sure we can demonstrate our compliance with our best value duties.

4.2 Scrutiny Committee is asked to:

a) Note the benchmarking of Perth and Kinross Council against the Best Value Assurance Reports for East Renfrewshire, West Lothian, Orkney Islands, Clackmannanshire Council, Fife Council and East Ayrshire Council, recognising our strengths and areas for further development.

b) Note the areas of improvement currently being progressed.

Author

Name	Designation	Contact Details
Claire McCarthy	Organisational Development Co-ordinator	01738 475000

Approved by

Name	Designation	Date
Lorna Cameron	Head of Strategic Commissioning and Organisational Development	28 August 2018

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

ANNEX

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. Strategic Implications

Community Plan / Single Outcome Agreement and Corporate Plan

1.2 The Community Plan (Local Outcomes Improvement Plan) 2017-2027 and Corporate Plan 2018-2022 has five strategic objectives, all of which apply to this report.

2. Resource Implications

Financial

2.1 None.

Workforce

2.2 None.

Asset Management (land, property, IT)

2.3 None.

3. Assessments

Equality Impact Assessment

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

3.2 None.

Strategic Environmental Assessment

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

3.4 None.

Sustainability

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

3.6 None.

Legal and Governance

3.7 None.

Risk

3.8 None.

4. Consultation

Internal

4.1 The Executive Officer Team were consulted and commented on this report.

External

4.2 None.

5. Communication

5.1 None.

2. BACKGROUND PAPERS

Audit Scotland Reports:
Best Value Assurance Report – East Renfrewshire Council November 2017
Best Value Assurance Report – West Lothian Council November 2017
Best Value Assurance Report – Orkney Islands Council December 2017
Best Value Assurance Report – Clackmannanshire Council January 2018
Best Value Assurance Report – Fife Council May 2018
Best Value Assurance Report – East Ayrshire Council May 2018

Summary of Findings from Best Value Assurance Reports: Inverclyde Council and Renfrewshire Council. Report to Scrutiny Committee 7 February 2018 [Report 6 18/40] and Summary of Findings – Appendix 1.

Other Reports:
Annual Governance Statement 2017/18

3. APPENDICES

None.

PERTH AND KINROSS COUNCIL

SCRUTINY COMMITTEE

12 September 2018

SIXTH SCRUTINY REVIEW: PLANNING ENFORCEMENT – ANNUAL PLANNING ENFORCEMENT REPORT

Report by Executive Director (Housing & Environment) (Report No. 18/290)

This report provides an update on the implementation of recommendation 3 from the Scrutiny Review of Planning Enforcement, which marks the completion of this recommendation.

1. BACKGROUND / MAIN ISSUES

1.1 Planning Enforcement was selected as the topic for the sixth Scrutiny Review based on the potential for the review to result in recommendations for change that would deliver measureable improvements. The final report concluding the review was approved by the Scrutiny Committee on 21 September 2016 (report number 16/397).

1.2 Six recommendations were made in this review. A progress report (report number 17/289) on the implementation of the recommendations was last submitted to the Scrutiny Committee on 13 September 2017. This Report identified that five of these recommendations have been met, with recommendation 3 – the preparation of an Annual Planning Enforcement Report – the sole outstanding recommendation. Completion of that recommendation was targeted for 31 October 2017 (as set out in Appendix 1 of report number 17/289).

1.3 A decision was made to defer the consideration of this report however; to capture performance for a full statistics reporting period (1 April 2017 to 31 March 2018) rather than mid-way to enable a better analysis to be undertaken. Annual Planning Authority performance statistics for the year 2017/18 were reported by the Scottish Government on 24 July 2018.

1.4 This report updates Committee that the first Annual Planning Enforcement Report for 2017/18 will be reported to the Environment and Infrastructure Committee on 7 November 2018. This will conclude the implementation of recommendation 3 of the sixth Scrutiny Review.

2. RECOMMENDATION

2.1 The Scrutiny Committee is asked to

i) agree that this report satisfies recommendation 3 of the Sixth Scrutiny Review: Planning Enforcement and therefore concludes that review; and

ii) note that the first Annual Planning Enforcement Report covering 2017/18 will be presented to the Environment and Infrastructure Committee at the meeting on 7 November 2018. Thereafter, for subsequent years, the Report will be presented at the first available meeting of that committee following the publication of annual performance statistics by the Scottish Government (which typically occurs in late July and would therefore likely be reported to Environment and Infrastructure in September in subsequent years).

Author

Name	Designation	Contact Details
Jamie Scott	Team Leader – Planning (Major Applications & Enforcement)	E-mail: DevelopmentManagement@pkc.gov.uk

Approved

Name	Designation	Date
Barabara Renton	Executive Director (Housing and Environment)	24 August 2018

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

ANNEX

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

The undernoted table should be completed for all reports. Where the answer is 'yes', the relevant section(s) should also be completed. Where the answer is 'no', the relevant section(s) should be marked 'not available (n/a)'.

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	**None**
External	**None**
Communication	
Communications Plan	**None**

1. Strategic Implications

Community Plan / Single Outcome Agreement / Corporate Plan

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

2. Resource Implications

Financial

2.1 Not applicable.

Workforce

2.2 Not applicable.

Asset Management (land, property, IT)

2.3 Not applicable.

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 This report has been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- Assessed as **not relevant** for the purposes of EqIA

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. No further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

3.4 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 (Scotland) Act 2009 the Council also has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.

3.5 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.

Legal and Governance

3.6 Not applicable.

Risk

3.7 Not applicable.

4. Consultation

Internal

4.1 No internal consultation was required.

External

4.2 No external consultation was required.

5. Communication

5.1 Not applicable.

6. BACKGROUND PAPERS

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

7. APPENDICES

7.1 None.