

Appendix 1



BUILDING AMBITION

Our Business Plan 2016-2019



**PERTH &
KINROSS
COUNCIL**

Please note this document is produced in two versions:

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

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

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

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

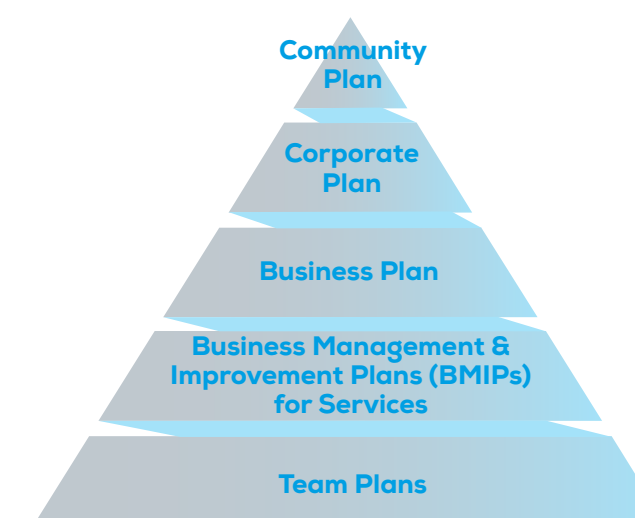


Figure1: Strategic Planning Framework

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

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

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

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

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

This Business Plan:

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

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

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

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

VISION AND STRATEGIC DIRECTION

OUR STORY SO FAR

Vision and Strategic Direction

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

Leadership and Culture

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

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

Planning and Resource Alignment

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

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

WHAT'S NEXT

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

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

VISION AND STRATEGIC DIRECTION

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

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

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

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

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

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

By 2020 we will:

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

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

OUR STORY SO FAR

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

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

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

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

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

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

PARTNERSHIP WORKING AND COMMUNITY LEADERSHIP

WHAT'S NEXT

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

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

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

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

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

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

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

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

PARTNERSHIP WORKING AND COMMUNITY LEADERSHIP

By 2020 we will:

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

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

OUR STORY SO FAR

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

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

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

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

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

WHAT'S NEXT

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

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

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

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

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

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

By 2020 we will:

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

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

GOVERNANCE AND ACCOUNTABILITY

OUR STORY SO FAR

Governance and Accountability

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

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

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

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

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

Public Performance Reporting

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

GOVERNANCE AND ACCOUNTABILITY

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

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

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

WHAT'S NEXT

Governance and Accountability

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

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

Public Performance Reporting

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

By 2020 we will:

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

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

OUR STORY SO FAR

Customer Focus and Responsiveness

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

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

Performance Management

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

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

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

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

Efficiency

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

Competiveness

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

PERFORMANCE MANAGEMENT AND IMPROVEMENT

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

Risk Management

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

WHAT'S NEXT

Customer Focus and Responsiveness

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

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

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

Performance Management

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

PERFORMANCE MANAGEMENT AND IMPROVEMENT

Efficiency

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

Competitiveness

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

Risk Management

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

By 2020 we will:

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

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

USE OF RESOURCES

OUR STORY SO FAR

Managing People

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

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

Financial Management

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

Asset Management

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

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

Procurement

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

USE OF RESOURCES

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

ICT

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

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

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

WHAT'S NEXT

People

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

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

USE OF RESOURCES

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

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

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

Finance

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

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

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

Assets

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

USE OF RESOURCES

Procurement

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

ICT

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

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

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

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

By 2020 we will:

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

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

SUPPORTING OUR AMBITION – CORPORATE & DEMOCRATIC SERVICES

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

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

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

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

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

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

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

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

MEASURING OUR PROGRESS

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

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

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

COMMUNICATIONS AND ENGAGEMENT

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

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

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

DEVELOPMENT PLAN

Year 1 Plan (2016/17)

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

APPENDIX 1

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

APPENDIX 1

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

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

DEVELOPMENT PLAN

Year 2 Plan (2017/2018)

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

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

DEVELOPMENT PLAN

Year 3 Plan (2018/2019)

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

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