

Perth And Kinross Council

4 October 2023

DRAFT CORPORATE DELIVERY AND IMPROVEMENT PLAN 2024/25

Report by the Chief Executive

(Report No. 23/266)

1. PURPOSE

- 1.1 This report presents the draft Corporate Delivery and Improvement Plan (CDIP) for 2024/25 for consideration. It is being brought alongside the Medium-Term Financial Plan to strengthen the alignment between the priorities set in our Corporate Plan, improvement activity, and budget and resource allocation. This approach will enable elected members to better consider organisational priorities and improvements alongside budget setting. The final CDIP will be brought back to Council for approval after the final 2024/25 budget is set next year. This will enable any adjustments following the budget to ensure improvement activity is aligned with the funded priorities set by Council.
- 1.2 To support a robust approach to reporting on the Council's Corporate Plan this report also highlights four amended, replacement or new key performance indicators and seeks approval for these to be added to monitoring for future annual performance reports.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Council:
 - approves the draft Corporate Delivery and Improvement Plan for 2024/25.
 - approves the proposed amendments to the key performance indicators for the Corporate Plan priorities as set out in Appendix 2.

3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:
 - Section 4: Background
 - Section 5: Summary Information
 - Section 6: Key Performance Indicators
 - Appendix 1: Draft Corporate Delivery and Improvement Plan 2024/25
 - Appendix 2: Proposed amendments to key performance indicators for the Corporate Plan

4. BACKGROUND

- 4.1 The Corporate Delivery and Improvement Plan (CDIP) is a new element of the Council's strategic planning and performance framework. Introduced this year as part of new performance reporting and strategic planning arrangements, it complements the Annual Performance Report approved by Council in August (Report No. 23/234) by setting out key proposed improvement activity for the year ahead.
- 4.2 This replaces the service-by-service approach to identifying improvements which was previously in place through Business Management and Improvement Plans. Presenting improvements at an organisational level gives Council the opportunity to see the overall areas of focus for the year ahead more easily. By bringing the final CDIP for approval at the start of the financial year it also means Council will have sight of in-year improvement activity at the start of the new financial year, rather than at the end of the first quarter, or sometimes later, as was the case with the previous approach.
- 4.3 The CDIP is intended to be read in conjunction with the [Annual Performance Report for 2022/23](#) and details improvement activity intended to address areas for development identified in the Annual Performance Report (APR) and demonstrate our duty to deliver Best Value. The APR acts as our annual look back at how we have delivered on the priorities of the [Corporate Plan](#), while the CDIP is our look forward to what we will focus on doing to achieve the priorities of the Corporate Plan in the year ahead.
- 4.4 Linking improvement activity to previous performance and aligning this to the delivery of the Corporate Plan are key to maintaining a robust and effective performance management framework. This is critical to the success of the Council in delivering and improving outcomes for individuals and our communities.

5. SUMMARY INFORMATION

- 5.1 The draft Corporate Delivery and Improvement Plan for 2024/25 sets out key strategic improvement activities which officers have identified to address previous performance or introduce new activity which will contribute to the delivery of the Council's key priorities. It does not represent all of the work which is ongoing to meet our statutory duties or to maintain existing areas which are performing well. Given the scope of the Council's responsibilities these would be too much to contain in any one single document, but the impact of this 'business as usual' work is demonstrated through the performance measures agreed as part of the Corporate Plan.

- 5.2 The proposed improvement activity identified within the CDIP has been developed with service leads by cross-referencing the Corporate Plan priorities with areas for improvement identified in the Annual Performance Report for 2022/23 and our supplementary report on performance aligned to the Best Value themes. It also includes areas for improvement, where they link to delivery of our Corporate Plan priorities, which have been identified through customer feedback, self-evaluation, benchmarking, and other strategic documents.
- 5.3 The draft CDIP sets out proposed improvement activity for elected members to consider as the Council approaches planning for the 2024/25 budget setting cycle. It has been brought to Council on the same agenda as the Medium-Term Financial Plan (MTFP), so that elected members can consider the proposed improvement activity within the context of the financial planning information provided within the MTFP.
- 5.4 Engagement with elected members on the proposed improvement activities will form part of the budget preparation process. Engagement with local people will be undertaken alongside our annual consultation on budget priorities and will be reported to councillors as normal to be considered when setting the final budget. [Appendix D](#) of Report No. 23/27 shows how this was presented for the 2023/24 budget cycle.
- 5.5 Once the final budget for 2024/5 has been set in early 2024, the agreed and funded improvement areas will be updated within the CDIP and reported back to Council for final approval.

6. KEY PERFORMANCE INDICATORS

- 6.1 When the Council agreed the Corporate Plan in December 2022 (Report No. 22/311 refers) we committed to *“regularly review and monitor our performance against each of the key priorities to ensure that they are still relevant and effectively contribute to our vision”*. As part of this, while producing the Annual Performance Report 2022/23 we identified a small number of key performance indicators which are not providing the level of information intended.
- 6.2 Of the four indicators:
- two changes are proposed to bring them in line with indicators within the [Local Housing Strategy 2022-27](#)
 - one change is proposed because the existing indicator does not present the most realistic position on the availability of business land
 - one is an additional indicator to supplement and more fully represent the impact of our Welfare Rights Team
- 6.3 Appendix 2 sets out the existing indicators (where relevant) including performance and targets, alongside the proposed replacement indicators so that Council can consider how the alternative indicator would impact on performance reporting.

6.4 If agreed, these updated performance indicators will be used for reporting on the current years' performance when the Annual Performance Report for 2023/24 is brought to Council next year.

Authors

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Approved

Name	Designation	Date
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APPENDICES

Appendix 1 - Draft Corporate Delivery and Improvement Plan 2024/25

Appendix 2 - Proposed amendments to key performance indicators for the Corporate Plan

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	None
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 / Corporate Plan

- 1.1 This report sets out improvement activity to be undertaken to support the delivery of the Council Corporate Plan 2022-27.

2. Resource Implications

Financial

- 2.1 There are no financial implications arising from this report.

Workforce

- 2.2 There are no workforce implications arising from this report.

Asset Management (land, property, IT)

- 2.3 There are no asset management implications arising from this report.

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:
- (i) 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. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
 - in the way best calculated to deliver any statutory adaptation programmes; and
 - in a way that it considers most sustainable.
- 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 The Executive Leadership Team, Service Senior Management Teams and the Performance, Planning and Risk Group were consulted during the preparation of this report.

External

- 4.2 Not applicable.

5. Communication

- 5.1 Not applicable.

2. BACKGROUND PAPERS

- 2.1 None.