Building Ambition: Our Business Plan 2016 - 2019   *as at 1 May 2017*

Development Plan

	RAG
Incomplete/action required	1
Slippage	2
On target/complete	3

Year	Ref	Best Value Theme	Action	Lead Responsibility	Updated by	Delivery Timescale	Progress	Further information	RAG 1-3
2016-17	1.1	Vision and Strategic Direction	Develop the Elected Member Development Programme to reflect the changing context of local government.	Head of Democratic Services & Head of Community Planning, Strategic Commissioning and Organisational Development	Gillian Taylor	Aug-16	Complete		3
2016-17	1.2	Vision and Strategic Direction	Devise Induction Programme for the new Council.	Head of Democratic Services	Gillian Taylor	Mar-17	Complete		3
2016-17	1.3	Vision and Strategic Direction	Develop a staged plan to deliver our joint resourcing approach with Community Planning partners.	Senior Depute Chief Executive, (Equality, Community Planning & Public Services Reform)	Keith McNamara	Dec-16	Significant joint resourcing work has been carried out with the Health Social Care partnership. The next stage requires the involvement of Community Planning Partners and there has been some slippage. A set of proposals have been developed jointly and these will be presented to the Community Planning Partnership in June 2017.		2
2016-17	1.4	Vision and Strategic Direction	Develop and implement a range of revised Leadership Development Programmes for leaders/ managers within the organisation.	Head of Community Planning, Strategic Commissioning and Organisational Development	Sandra Flanigan	Oct-16	The Strategic Leadership Development Programme commenced 27 October 2016 with a cohort of 8 Heads of Service / Senior Managers. The programme is currently ongoing and consists of Masterclasses, 360 feedback, Action Learning Sets, Organisational Raids and 1:2:1's. Collaborative Leadership Development Programme with Dundee and Angus Council was held 29 September 2016 to 8 February 2017. Eight Service Managers completed the pilot and further programmes are planned for April and October 2017. Programme consists of Masterclasses, 360 feedback, Action Learning Sets and Coaching. These programmes aim to ensure that Leadership development opportunities are available to as many staff as possible, and compliment the wide range of other learning and development opportunities on offer at both corporate and service levels.		3
2016-17	1.5	Vision and Strategic Direction	Integrate 'Learn, Innovate, Grow' into key organisational policies and processes, to support the development of an authorising environment.	Head of Community Planning, Strategic Commissioning and Organisational Development	Sandra Flanigan	Dec-16	Learn Innovate Grow(LIG) has been integrated into Corporate Induction, LIG Development Discussion (refreshed Employee Review and Development) and Pulse Surveys (an extension of the annual Employee Survey) were piloted within Education and Children's Services (ECS) in March 2017. Human Resources are currently reviewing their policies and processes following input and influence from using the LIG Future Thinking Model.		3

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2016-17	1.6	Vision and Strategic Direction	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 Community Planning, Strategic Commissioning and Organisational Development	Sandra Flanigan	August 2016 & ongoing	The Learn Innovate Grow Future Thinking Model has been piloted within Human Resources/Employee Support Finance Workstream from May 2016 and support is ongoing. The methodology has also been piloted in a number of other areas, such as the Modernising Performance Review, Equalities Review, Employer Branding and the Improvement Practitioners network. Individual sessions have been held with Information Technology and Corporate and Democratic Services, Senior Management Team (SMT). The model has also been used to progress the work of the Tomorrow's Customer and Business Support Services reform. Further work is underway to expand the offer by developing a cohort of staff able to lead the approach across the Council. The method will also be incorporated into the next phase of the Transformation Programme.		3
2016-17	2.1	Partnership Working and Community Leadership	Progress the collaborative transformation review programme with neighbouring local authorities.	Depute Chief Executive, (Sustainability, Strategic & Entrepeneurial Development)	Keith McNamara	Within individual timescales for each review	The programme is well underway, with an update reported to the Council Meeting on 22 February 2017.	Update on Transformation Programme	3
2016-17	2.2	Partnership Working and Community Leadership	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	Keith McNamara	Dec-16	Organisational Development Plan prepared for Health and Social Care Integration. Proposals for wider orgnaisational development to learn from above plan, and included in development of the new Community Plan, with completion by October 2017 . Organisational Development work has commenced covering Community Development teams from Partner organisations as part of the Stronger Communities initiative.		2
2016-17	2.3	Partnership Working and Community Leadership	Report the findings of the Perth and Kinross Fairness Commission.	Senior Depute Chief Executive, (Equality, Community Planning & Public Services Reform)	Sandra Flanigan	Mar-17	The Commission began its work in June 2016 and reported on findings and recommendations at the Council meeting on 26 April 2017. These findings will be incoporated into devlopment of future plans by Community Planning partners	Perth & Kinross Fairness Commission - Fairer Futures	3
2016-17	2.4	Partnership Working and Community Leadership	Undertake ongoing self-evaluation of our key Community Planning partnerships, including governance arrangements.	Head of Public Service Reform, Culture & Community	Keith McNamara	Mar-17	Responsibility transferred to Head of Community Planning, Strategic Commissioning and Organisational Development.

Evaluation was carried out with the Community Planning Executive Officer Group on 17 February as part of a revised approach to risk and to inform actions in the new Community Plan. Discussions have been held with the Improvement Service to work together to undertake more detailed self assessment. | | 3 |

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2016-17	3.1	Community Engagement	Introduce and maintain 'Stories of Place' to engage with and share information with local communities.	Head of Public Service Reform, Culture & Community Development	Keith McNamara	Jul-16	Responsibility transferred to Head of Community Planning, Strategic Commissioning and Organisational Development. "Stories of Place" is established and available for use by partners and communities.	Stories of Place	3
2016-17	3.2	Community Engagement	Embed local Community Planning partnership groups across five localities which focus on tackling stubborn inequalities.	Head of Public Service Reform, Culture & Community Development	Keith McNamara	Oct-16	Responsibility transferred to Head of Community Planning, Strategic Commissioning and Organisational Development. Five local Action Partnerships have been established and all Partnerships have held at least five meetings.		3
2016-17	4.1	Governance and Accountability	Review of Risk Management Strategy Review of governance assurance arrangements for Horsecross, LAL, Culture Perth & Kinross.	Head of Legal & Governance	Lisa Simpson	Mar-17	Review of Council's Risk Management Strategy and development of Risk Management Framework is complete and approved by SP&R Committee on 8 February 2017. Assurance Process for culture Perth & Kinross; Assurance Process Horsecross and Live Active Leisure; Annual Governance Statement Assurance Process for Integration Joint Board; are now due to be completed by 31 May 2017 to align with the Council's Annual Governance Statement. Phase 3: we are committed to reviewing our policies and processes on a regular basis and these will be updated as appropriate to ensure alignment with the principles of the International Framework of Good Governance in the Public Sector.	Corporate Risk Management Strategy (Report 17/63)	3
2016-17	4.2	Governance and Accountability	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	Gillian Taylor/Lisa Simpson	Nov 16	Review Remit of audit function - Given local government election – this will form part of a wider review of the decision making structure to be agreed by new Council. Revised implementation date September 2017. Will be part of report to EOT on 14 March 2017 on political decision making structures. Review Remit of scrutiny function - Given local government election – this will form part of a wider review of the decision making structure to be agreed by new Council. Revised implementation date September 2017. Revised implementation date September 2017.		2

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2016-17	4.3	Governance and Accountability	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	Lisa Simpson	Mar 17 revised to Jun 18	**Prosposed New Timescale - June 2017**: Development of toolkit in progress. All other actions completed Review of current Follow to Public Pound (FPP) funding arrangements is ongoing as part of a continuing commissioning review with the Corporate Procurement Manager. Timescale amended to align with preparation of Annual FPP report.		2
2016-17	4.4	Governance and Accountability	Revise the Council's Contract Rules to provide more clarity and transparency in respect of our contracted spend.	Head of Community Planning, Strategic Commissioning and Organisational Development/ Head of Legal & Governance	Keith McNamara	Mar-17	Contract rules have been revised. Reported via Council's annual procurement report.		3
2016-17	4.5	Governance and Accountability	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	Lisa Simpson	Mar 17 revised to May 18	**Proposed New Timescale - May 2018:** Develop Information Strategy – in progress. New General Data Protection Regulation comes into force in May 2018 – additional revisals to relevant policies and processes will require to be undertaken during 2017.		2
2016-17	4.6	Governance and Accountability	Implement our Records Management Improvement Plan to improve the integrity and accessibility of our corporate information - pilot within services.	Head of Legal & Governance	Lisa Simpson	Mar-17	Roll out across services will be done as part of the Corporate Digital Platform transformation project which also combines corporate digital mail and backscanning projects with a timescale for completion of March 2020.		3
2016-17	4.7	Governance and Accountability	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 Community Planning, Strategic Commissioning and Organisational Development	Sandra Flanigan	Dec-16	The review of self-evaluation has slipped behind timescale, due to a number of coinciding staffing challenges (maternity and sick leave) within the Strategic Planning and Improvement Team. This situation has now been resolved and the work will be revisited within the context of the managing performance review, and with the full involvement of performance reps from services – it is anticipated that recommendations on any change to the existing self-evaluation approach will be made by October 2017.		2

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2016-17	5.1	Performance Management and Improvement	Further develop a systematic approach to customer engagement, including reporting arrangements which are consistent across the organisation.	Depute Chief Executive (Corporate & Community Development Services)	Keith McNamara	Dec-16	Report submitted to Executive Officer Team (EOT) in March 2016. Customer engagements are part of Services' activities and are reported as part of Service Business Management and Improvement Plans. The Council is developing a new approach to Performance Management reporting, with a new system being introduced. This will help to develop the systemic approach further.		2
2016-17	5.2	Performance Management and Improvement	Further develop a systematic approach to benchmarking across the organisation.	Head of Community Planning, Strategic Commissioning and Organisational Development	Keith McNamara	Dec-16	Systematic benchmarking is delivered primarily through the Local Government Benchmarking Framework (LGBF) to which the Council contributes its data, and also comparison with other councils` Best Value reports, produced by Audit Scotland. This allows comparison with Councils across Scotland and with 'family groups' of similar Councils to PKC. Services routinely use this LGBF data to inform the priorities for Business Management and Improvement Plans (BMIPs) and Team Plans. There are multiple examples of staff using benchmarking to deliver improvements through the Council's Transformation Programme, and services being involved in local and national benchmarking groups (eg. APSE, SOCITM). Benchmarking is incorporated into Service Business Management and Improvement Plans.	Local Government Benchmarking Framework	3
2016-17	5.3	Performance Management and Improvement	Reshape the organisation's approach to risk management through a revised risk strategy.	Head of Community Planning, Strategic Commissioning and Organisational Development	Keith McNamara	Oct-16	Revised Strategy complete.	Corporate Risk Management Strategy - Report to SP&R 8 February 2017	3
2016-17	6.1	Use of Resources	Update and refine the Medium-Term Financial Plan on a rolling basis.	Head of Finance		By December each year	Complete, see report.	Medium Term Financial Plan 2017-2022	3

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2016-17	6.2	Use of Resources	Implement the Council's Digital Strategy.	Head of Revenues & ICT	Alan Taylor	Timescales as detailed in the Strategy	The Council's Digital Strategy was approved in November 2016. The ICT Transformation Board, which is responsible for supporting delivery of the strategy, is meeting regularly and a sub group of the Board is developing a range of targeted approaches to ensure the objectives of the strategy are effectively communicated to stakeholders. Another sub group of Board is taking forward all aspects of Digital Skills: this includes growing our digital leadership; supporting staff to develop the skills they will need for new ways of digital working; and assisting customers to engage fully with our online services. Two of the Council's key cross service transformation projects, Mobile Working and Online Services and MyAccount, have moved into the early adaptor phase. Positive ICT collaboration is underway across Tayside with joint working on the Online Service and MyAccount project. At an operational level, good work is being carried out around sharing of skills, knowledge and resources to increase the pace of change and improve resilience of business as usual ICT services. The Council is also actively involved with the Local Government Digital Transformation Board, which is looking to harness work being carried out across the sector to increase collaboration and the speed of digital delivery. Preliminary work is underway around the prioritisation of ICT related projects to ensure ICT resources are planned holistically to deliver best value.		3
2016-17	6.3	Use of Resources	Implement a more systematic approach to workforce planning across Services.	Corporate Human Resources Manager	Karen Donaldson	Mar-17	Workforce Plan was reported to Council on 14 December 2016. Implementation of the current Corporate Workforce Plan continues. Workforce planning discussions have been focussed around teachers, hard to fill posts, transformation and the Health & Social Care Partnership. Building blocks to facilitate more effective workforce planning and development are being progressed – job families, recruit within (jobs matching). Work is commencing on a revised workforce plan for consideration by the new Council in the autumn 2017.		3