

Perth and Kinross Council

22 June 2016

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

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

1. BACKGROUND

- 1.1 The Council operates under a robust strategic planning framework, set out in the Community Plan/Single Outcome Agreement (SOA) (2013-2023) and the Corporate Plan (2013-2018). With the accelerating pace of change - especially over the last 2-3 years - there is an increasing recognition that we need to reflect upon our strategic planning arrangements, to ensure the organisation remains fit for purpose.
- 1.2 Although the Community Plan/ SOA and Corporate Plan set out our priorities for the area i.e. “what we are going to do”, there is a need to refocus on “how” we are going to achieve this. In previous years the Council’s Organisational Change and Improvement Plan (OCIP) set out that ‘how to’ agenda, particularly around the actions we needed to work on collectively, and the support we require corporately, to make the organisation fit for purpose. We need to develop a new approach in this more dynamic environment, through a refreshed strategic Business Plan, to set out how we achieve sustainability and consistency across the organisation, and as a driver to deliver our Community Plan objectives/SOA and Corporate Plan objectives .
- 1.3 We need to reflect within our Business Plan the Audit Scotland principles – the requirement for pace, depth and continuity of improvement in our approach; effective governance and scrutiny arrangements; focus on quality of service to the public; and delivery of outcomes. In addition, at the Council meeting on 18 May 2016, the Audit Scotland ‘Overview of Local Government in Scotland 2016’ report was considered (Report 16/220 refers), and our future business planning should also be informed by the key messages from that report.

2. PROPOSALS

- 2.1 Rather than develop individual plans to address the issues detailed in section 1, a comprehensive Business Plan has been prepared for the Council. This Business Plan:-
 - Explains our journey of change, and how the Council will continue to secure positive outcomes for people and communities, within the context of public service reform, increasing demand and reducing budgets.

- Addresses our approach to other influences on our business approach including new models of service delivery, locality planning, collaborative working and strategic partnerships such as the City Deal.
- Sets out our approach to the reshaped workforce, the Fair Work agenda, and future workforce planning.
- Details the next steps in our approach to transformation and organisational development.
- Demonstrates how we are meeting our duty to secure Best Value, including self evaluation, and identification of areas for improvement.
- Act as a “Business Management and Improvement Plan” (BMIP) for Corporate and Democratic Services and other corporate functions – clearly demonstrating how these services contribute to supporting the wider priorities of the Council.
- Sets out development actions arising from the Plan, and lead responsibilities for their delivery.

2.2 The time horizon for the Business Plan is 3 years, to fit with the Medium Term Financial Plan.

2.3 The Business Plan does not duplicate other plans and strategies. It acts in a co-ordinating manner – pulling the collective content together, to allow the Council to be clear about what we have established so far, and highlighting any gaps where further plans or policy development is necessary.

2.4 The layout for the Business Plan is based around the Audit Scotland Best Value characteristics. This gives a rigour to the Plan, that allows us to clearly demonstrate the level of achievement with our Best Value requirements, and what more we need to do. The Best Value characteristics are:

- Vision and Strategic Direction
- Partnerships and Community Leadership
- Community Engagement
- Governance and Accountability
- Performance Management and Improvement
- Use of Resources

2.5 For each of these Best Value Characteristics, the Plan sets out:

- “Our Story so Far” – what we have achieved
- “Next Steps” – our proposals for improvement
- “By 2020 We Will” - a statement of intent for the organisation.

- 2.6 Development of the Plan has been drawn from engagement sessions with Elected Members and senior managers, as well as feedback from staff through engagement activities such as Business Breakfasts, Employee Survey and the Employee Review and Development Process.
- 2.7 The preparation of the plan recognises the Principles of Performance Management, agreed by the Scrutiny Committee on 20 April 2016; (report [16/173](#) refers), which proposed a modernised approach to performance reporting. A visually interactive digital version of the report has been produced, which gives the Plan more functionality ([click here](#)) including the ability to refresh the Plan as updates and developments occur. The paper based version is provided in Appendix 1.
- 2.8 Subject to approval of the Plan, its content will be shared with teams within the Council, and also with our Community Planning partners, as part of a communications/engagement process, to achieve a shared understanding of the challenges, and what we collectively need to do to respond.

3. CONCLUSIONS AND RECOMMENDATION

- 3.1 The development of this Business Plan is the next step in the Council's 'Building Ambition' agenda. Council is asked to:

- 1) Agree to the Business Plan detailed in Appendix 1.

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Approved

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1 Strategic Implications

Community Plan/Single Outcome Agreement

- 1.1 The proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement.

Corporate Plan

- 1.2 The Council's Corporate Plan 2013 – 2018 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. The report supports all the strategic objectives.
- 1.3 The report relates to all of these objectives.

2. Resource Implications

Financial

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

Workforce

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

Asset Management (land, property, IT)

- 2.3 The Plan recommends a new Asset Management Plan.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as having a positive impact, through proposals on Fair Work and establishing a Fairness Commission.

Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.4 The proposals within this report have been considered under the terms of the act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.5 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 3.6 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

4. Consultation

Internal

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

External

- 4.2 Not relevant to this report.

5. Communication

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

2. BACKGROUND PAPERS

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

3. APPENDICES

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