

PERTH AND KINROSS COUNCIL

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

Housing and Environment Business Management & Improvement Plan 2018-19

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

PURPOSE OF REPORT

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

1. BACKGROUND / MAIN ISSUES

- 1.1 Council Services produce Business Management Improvement Plans (BMIPs) on an annual basis. These BMIPs set out the key actions which each Service will deliver in the coming year. They are produced to ensure better outcomes for everyone in Perth & Kinross, and to demonstrate how they contribute to the delivery of the Council's strategic objectives for the Council and Community Planning Partnership.
- 1.2 These plans are an important part of the strategic planning framework for the organisation, translating the strategic objectives of the [Community Plan](#) and [Corporate Plan](#), into the contributions that each Service makes to achieving these objectives. They include the supporting actions and performance indicators. Individual team plans are then based on Service BMIPs.
- 1.3 In previous years, a joint report was presented to Council committees, which included both the Business Management and Improvement Plan, together with an Annual Performance Report. The recent Service restructure has required a review of our Service planning arrangements. As a result the Annual Performance Reports for the former Housing and Community Safety and The Environment Service were reported and approved by Perth & Kinross Council on 20 June 2018 (Report No. 18/213).

2. PROPOSALS

- 2.1 This is the first BMIP for the new Housing and Environment Service. It focusses on our key service objectives and aims to:-
 - provide clear direction and actions for the future within the context of national agendas, the Community Plan (Local Outcomes Improvement Plan) and the Corporate Plan. Members are asked to note that the content of the "We will" sections of the BMIP are those agreed by Members when approving the Corporate Plan for 2018-2022 (Report No.18/68).

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

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

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

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

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

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

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

3. CONCLUSION AND RECOMMENDATION

- 3.1 The Housing and Communities Committee and the Environment and Infrastructure Committee are asked to approve, for their specific areas of interest, the Housing and Environment Business Management Improvement Plan 2018/19, indicated as relevant to each Committee in the plan.
- 3.2 The Scrutiny Committee is asked to scrutinise and comment as appropriate on the contents of the plan.

Author

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

Approved

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

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

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

All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

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

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

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

2. Resource Implications

Financial

2.1 None.

Workforce

- 2.2 There are no workforce implications.

Asset Management (land, property, IT)

- 2.3 None.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) and were assessed as not relevant for the purposes of EqIA.

Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. However, no action is required as the Act does not apply to the matter presented in this report.

Sustainability

- 3.4 None.

Legal and Governance

- 3.5 None.

Risk

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

4. Consultation

Internal

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

External

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

2. BACKGROUND PAPERS

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

3. APPENDICES

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