

PERTH AND KINROSS COUNCIL

CORPORATE IMPROVEMENT PLAN 2009 – 2012



Knowing our customers, listening to them, engaging with our communities will deliver excellent customer services

INTRODUCTION

Perth and Kinross Council Vision

Our vision is of a confident and ambitious Perth and Kinross with a strong identity and clear outcomes that everyone works together to achieve. Our area will be vibrant and successful; a safe, secure and healthy environment; and a place where people and communities are nurtured and supported.

Our Ambition for Excellence

To achieve this vision for Perth and Kinross, the Council must be dynamic, innovative and committed to delivering and facilitating excellent local services. Our ambition is to be an excellent council ensuring delivery of high performing, quality services that meet the needs of users and communities. We are committed to improving services, enhancing the quality of life of our citizens and making best use of public resources.

Audit Scotland has defined the characteristics of a successful council as one which is focussed on working with its partners to identify a clear set of priorities that respond to the needs of the community in both the short and the longer term. It will also be organised to deliver those priorities, while clearly demonstrating that it is meeting the community's needs and operating in a way that drives continuous improvement in all its activities. A council which is achieving this will have the following culture and processes well embedded in all that it does:

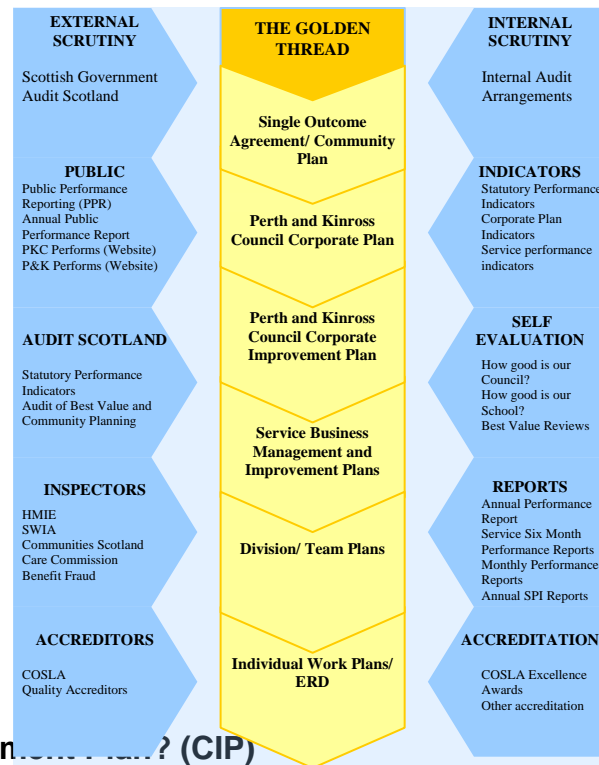
- vision and strategic direction
- governance and accountability
- partnership working and community leadership
- community engagement
- performance management and improvement – including customer focus and responsiveness
- use of resources

Our Strategic Planning and Improvement Framework

We know that we are already a high performing council and, as confirmed in the Audit Scotland 2008 Review of Best Value and Community Planning, we have a strong commitment to Best Value and continuous improvement, and an appetite for better services for the area. To support delivery of our vision, we have in place a robust framework that covers all aspects of self evaluation, strategic and operational planning, along with good governance, performance management and reporting.

Drawing on the focus of our Community Plan, the Single Outcome Agreement (SOA) for Perth and Kinross sets out the key local outcomes and targets that the Council and our Community Planning Partners agreed with the Scottish Government and to which we are committed to achieving. The Corporate Plan then describes the Council's particular commitments towards delivery of the SOA.

The diagram below shows how the CIP is embedded within our Strategic Planning and Improvement Framework.



What is the Corporate Improvement Framework? (CIP)

The Corporate Improvement Plan is a key strand in our improvement journey. It supports the delivery of the Single Outcome Agreement and the Corporate Plan. The CIP sets out areas of improvement activity around people, process and culture in which we want to make more effective progress at a corporate level, often working in collaboration with our Community Planning Partners.

Our overall commitment to improvement is embedded at all levels across the Council and we look for this to be demonstrated at all levels of leadership. We believe to become an excellent council we must develop our people, continue to modernise our organisation and work constructively in partnership with other bodies to deliver high quality services to our local communities. We have a proven strong focus on modernisation and improvement with great confidence in our capacity to improve.

Our improvement journey is informed by ongoing self evaluation of practice using the toolkit How Good Is Our Council. Our improvement process takes two main forms – through (i) corporate improvement planning – improvement activities which support all services and also embed an improvement culture for the longer term and (ii) through our Business Management and Improvement Plans (BMIPs). The CIP provides the corporate element.

The plan is a document for internal use within the Council. It is aimed at building our corporate capacity to better address current and future challenges.

What are the main themes of the CIP?

The main purpose of the CIP is that it helps the Council, together with our Community Planning Partners, to deliver high performing, quality services that meet the needs of users and communities. Our belief is that ***Knowing Our Customers, Listening to them and engaging with our Communities will deliver excellent customer services.***

There are 3 key overarching themes of activity detailed in the CIP. These are areas in which, as a council, we are already able to demonstrate our considerable strengths. However we believe that, by investing our energies on the work identified under each of these themes, we shall make the improvements at a corporate level that will help us to achieve excellence as a Council.

The themes are:

Leadership

Customer focussed delivery

Efficiency and Quality

Within each of these areas, there are a number of different work streams as follows:

Leadership

- Building partnership capacity and governance
- Role of members
- Developing our future leaders
- Developing and empowering our staff

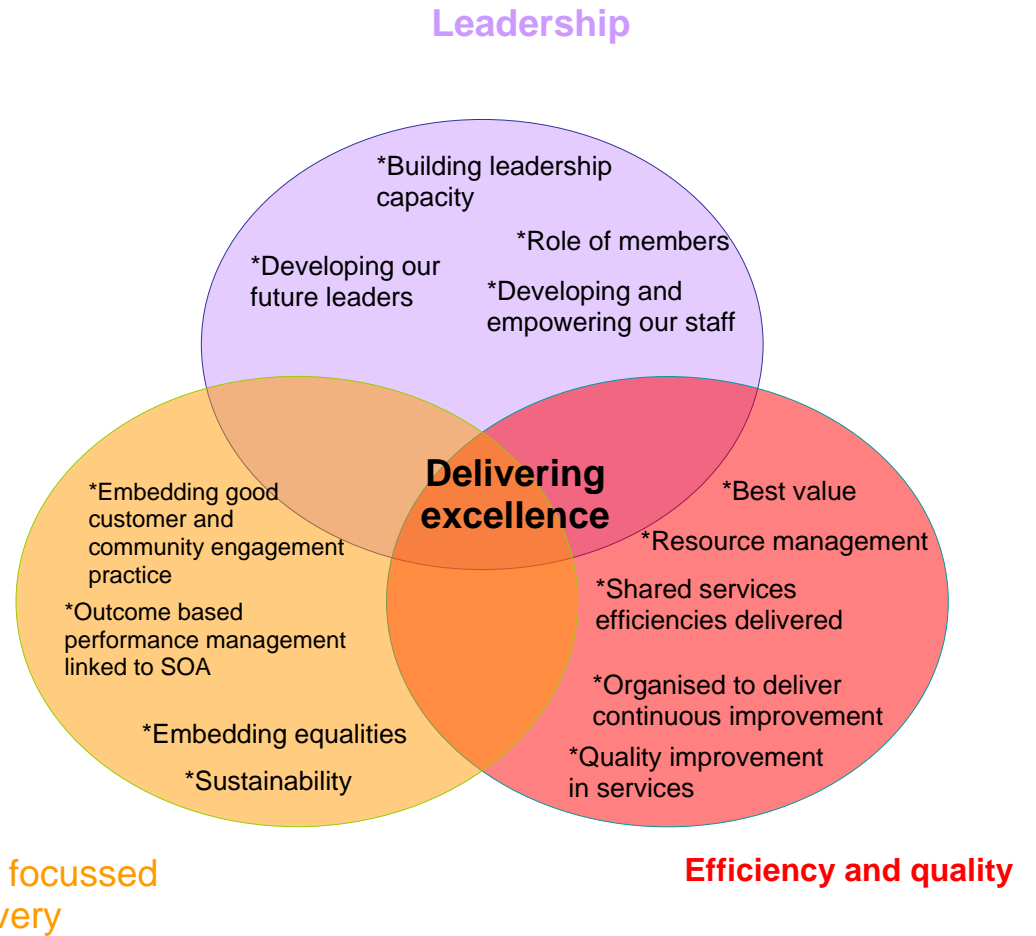
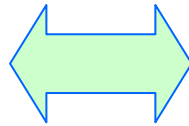
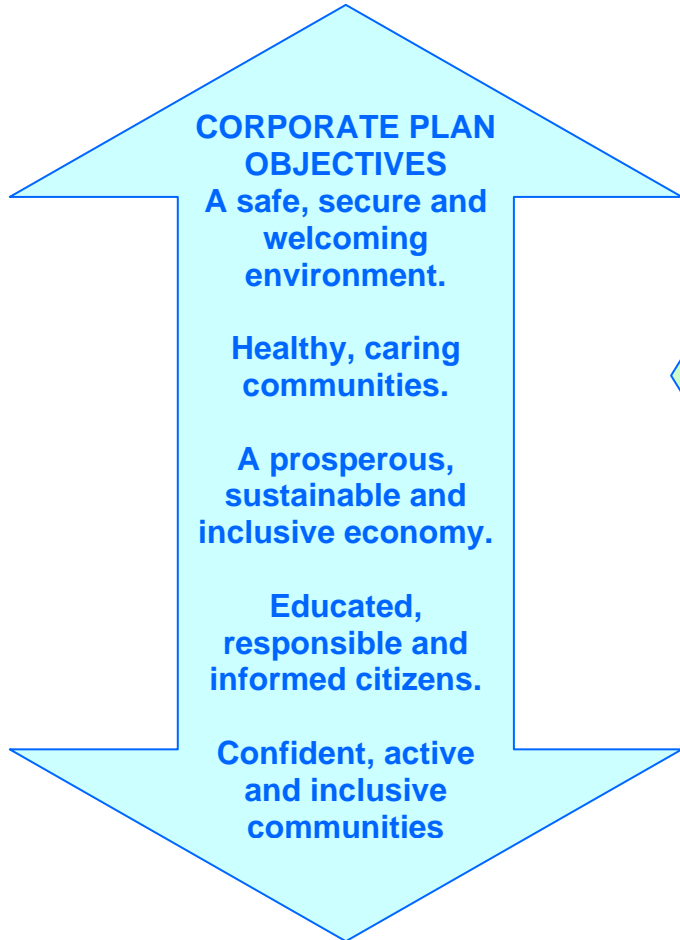
Customer focussed delivery

- Customer & community engagement practice/empowerment and resilience
- Outcome based performance management linked to SOA
- Embedding equalities
- Sustainability

Efficiency and Quality

- Best Value
- Resource management
- Shared services efficiencies delivered
- Organised to deliver on continuous improvements
- Quality improvement in services

The diagram on the next page demonstrates the synergy between these themes and their relationship to the Strategic Planning and Improvement Framework



How will the Corporate Improvement Plan be delivered?

The Corporate Management Group, led by the three Depute Directors and the Head of Change and Improvement, will play a key role in overseeing the activities required to deliver on this demanding agenda. Many of the projects will involve teams working on a cross-cutting basis, taking the learning from one area and applying it to another. Critical to successful delivery will be good programme and project planning and effective communication channels. All members of the Corporate Management Group will be required to participate fully in driving forward this corporate agenda and in working in a collaborative way.

Change will only happen through the dedication and commitment of all our staff and an essential feature of the CIP will be the involvement of staff as integral members of teams undertaking specific areas of work. The involvement of these officers will offer them the opportunity to build on their own leadership skills and contribute to the corporate improvement journey. This approach aligns firmly with our aim of developing our future leaders which is itself a key strand of the CIP.

This programme of work places considerable emphasis on the ability of individuals or groups tasked with areas of work to demonstrate flexibility and creativity in getting the work done. The CIP represents a tremendous opportunity for those involved to build on their leadership skills by working together in an adaptive way to deliver successful outcomes.

Governance of the CIP

The CIP is designed to ensure continuous improvement in the management of the Council and Services. It represents a major programme of work for the Council and there will be a clear definition of roles, responsibilities and delegated authority. We shall ensure that we can:

- Demonstrate Elected Member and senior management commitment and involvement
- Promote ownership at all levels of the organisation
- Ensure delivery of the outcomes
- Provide suitable accountability and transparency throughout the organisation

Progress will be reviewed regularly using How Good Is Our Council. Formal reporting will be in the first instance to the Corporate Management Group with regular programme and project reports going to the joint Executive Officer Team. Three members of the Executive Officer Team (EOT) have been appointed each as Sponsor for a theme within the CIP and they will support the Overall Lead Officer identified for each theme in monitoring progress. Named Heads of Service have lead responsibility for each improvement action and those providing main resource support have been identified although, as stated above, these teams will call on other members of staff to become involved in driving forward this work

Risk Management

The CIP represents a major change and improvement programme for the Council and, as part of the ongoing programme management, the risks associated with the CIP will be monitored and managed closely. Risks will be assigned to appropriate individuals as part of the ongoing development of the overall programme and project planning process.

1 LEADERSHIP

EOT Sponsor: Executive Director (Corporate Services)

Overall lead: Head of Change and Improvement (Chief Executive's Service)

What do we mean by leadership?

The role of leaders at political and senior officer level is to establish a shared and widely recognised vision for the Council. Elected members and senior officers are also committed to establishing clear objectives and priorities for the work undertaken across the organisation, and across the Community Planning Partnership (CPP). Our Corporate Improvement Plan has four key areas to ensure we improve leadership. These are:

- Building leadership capacity
- Role of members
- Developing our future leaders
- Developing and empowering our staff

Building leadership capacity

What do we mean by building leadership capacity?

We believe that to deliver better outcomes and improved services across the Community Planning Partnership, it is important that the Council and our partners work even more effectively together. This includes continuing to develop our shared vision and priorities for the area, ensuring greater integration of respective plans, strategies and resources as well as improving accountability and performance management arrangements. We work with a range of other agencies and groups, including the community themselves. Many council services are planned and delivered in partnership with other public, private and voluntary organisations. These partnerships are of particular importance in tackling complex or cross-cutting issues. An effective partnership focus will also result in added value and additional or better outcomes than would have been delivered by partners acting alone.

Why do we need to improve?

- To develop further joint planning and working to deliver effective and efficient public services for Perth & Kinross which address local needs and make a real difference in communities
- To ensure effective decision making and scrutiny across the partnership
- To realise the potential of the Community Planning Partnership to make a significant impact in the quality of life in local communities, through the delivery of the Single Outcome Agreement

Anticipated Outcomes

- Collective leadership across the public sector in Perth and Kinross is recognised by key stakeholders as a strength

- The partnership vision is clearly understood at all levels across all organisations and is translated into real and sustained improvements in both outcomes and front-line services
- Partnership working delivers better outcomes for the citizens of Perth & Kinross
- All partners understand the localities they serve and decisions about service provision are based on priorities and evidence of need

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
1.1	Further develop the shared leadership agenda in Perth & Kinross Council	March 2010	Head of Change and Improvement Depute Director TES Depute Director ECS Depute Director HCC	Outcome based performance linked to SOA	Report to EOT, Council and CPP by March 2010
1.2	Strengthen effective partnership working through Leadership Development and collaborative working across the CPP	March 2010	Head of Change and Improvement Depute Director TES Depute Director ECS Depute Director HCC		Update to EOT, Council and CPP by March 2010

1 LEADERSHIP

Role of members

What do we mean by the role of members in leadership?

The role of elected members in relation to community leadership and scrutiny, while continuing to fulfil their democratic role, is very demanding. Their involvement in governance and accountability has a direct impact on the quality of services. This includes their involvement in continuing to develop our vision and priorities for the area. As a result, on-going development and training of members will enable them to carry out their complex role.

Why do we need to improve?

- To support the role of elected members as community leaders to ensure the Council and its partners deliver better services for the people of Perth and Kinross
- To embed effective governance arrangements across the Council and the Partnership, ensuring they are fully understood by all Partners
- To support our elected members through development opportunities to carry out their complex role and to enhance governance and scrutiny

Anticipated impact/outcomes

- Elected members have the necessary skills, knowledge and understanding to undertake effectively their demanding and varied role.
- Corporate and partnership governance arrangements support the successful delivery of outcomes and key Council objectives
- Effective scrutiny is in place to review the Council's decisions, monitor the Council's success in achieving its strategic aims and ensuring that resources are properly targeted and deliver best value

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
1.3	Assess the impact of Elected Members' personal development plans and the training opportunities undertaken	June 2010	Head of Democratic Services Head of Change and Improvement	Best Value Community Planning	Annual personal development plan agreed for each elected member by: Annual monitoring of quality of training offered provided to CMG Analysis of impact undertaken on annual basis and reported to CMG
1.4	Review the governance arrangements for the Community Planning Partnership to ensure delivery of agreed outcomes and proper scrutiny of decisions.	June 2009	Head of Democratic Services Head of Change and Improvement Depute Director TES Depute Director ECS Depute Director HCC	Best Value Community Planning	Report to EOT– May 2009 Report to MOWG – May 2009 Report to Council – June 2009 Report to Community Planning Partnership – May 2009 Monitoring of revised arrangements – June 2010

1 LEADERSHIP

Developing our future leaders

What do we mean by developing our future leaders?

While we currently demonstrate very good leadership across the Council, it is important that we maintain our overall capacity to improve. This will be through ensuring that we have robust arrangements in place to identify and develop potential leaders for the future.

Why do we need to improve?

- To ensure arrangements are in place for succession planning and building capacity across the Council
- To develop leadership and management skills across the Council to ensure the delivery of better outcomes and improved services
- To increase managers' knowledge of, and contribution to, the wider public policy agenda

Anticipated Outcomes

- There is an effective leadership and management programme in place
- Staff, particularly our managers, play a more strategic role in developing wider policy making in Scotland

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
1.5	Develop and deliver a revised leadership and management programme increasing opportunities to participate in wider policy making	March 2010	Head of Change and Improvement Head of Human Resources Head of Education Services Head of Public Space Management Head of Housing	Workforce Planning HR Strategy	Report to CMG and EOT March 2010
1.6	Provide further opportunities for staff to contribute to and lead the improvement agenda	October 2009 On-going	Head of Change and Improvement Head of Shared Support Services Head of Education Services	Workforce Planning HR Strategy	Launch at Business breakfasts programme in June 2009

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
			Head of Public Space Management Head of Housing		
1.7	Introduce coaching and mentoring opportunities throughout the Council as a means of developing leadership skills	October 2009 On-going	Head of Change and Improvement Head of Housing Head of Cultural and Community Services	Workforce Planning HR Strategy	Initiate in Autumn 2009
1.8	Review and improve competencies/skills for all management levels	June 2010	Head of Change and Improvement Head of HR Head of Community Care Head of Cultural and Community Services	Workforce Planning HR Strategy	Report to CMG by March 2010 and thereafter to EOT

1 LEADERSHIP

Developing and empowering our staff

What do we mean by developing and empowering our staff?

Empowerment is the process of enabling an employee or group of employees to think, behave, take action, and control work and decision making in their own way. We want a culture which fosters the ability and desire of employees to act in ways that remove barriers and provide support and development opportunities

Why do we need to improve?

- To enable the Council and our Partners to deliver our Vision for the people of Perth and Kinross through the support of all our staff
- To ensure that we maximise use of all the talent and resources within the Council effectively to make the changes that matter for our customers
- To make staff feel supported with the knowledge and skills to undertake their roles in a changing world

Anticipated Outcomes

- Employees have greater opportunities to influence planning and decision-making which lead to better outcomes, improved services and delivery of our Vision for the people of Perth and Kinross
- Change projects and programmes engage effectively with employees
- Customer focus is embedded at all levels among our staff and we are fully engaged with our Partners in this area

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
1.9	Increase corporate capacity for handling change successfully by building employee knowledge of organisational development techniques	June 2010	Head of Change and Improvement Depute Director TES Depute Director ECS Depute Director HCC	Workforce Planning HR Strategy	To align with Actions at 1.5, 1.6 and 1.8

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
1.10	Implement customer service training for all employees	September 2010	Head of Change and Improvement Head of Shared Support Services Head of Environmental and Consumer Services	HR Strategy Customer First	Complete pilot training by December 2009
1.11	Work with teams throughout the Council to ensure that actions arising from the employee engagement staff survey are implemented effectively	March 2010 ongoing	Head of Change and Improvement Head of Strategy and Support Head of Support Services Head of Performance and Resources Head of Human Resources	HR Strategy	Initial work during Summer 2009 Follow up actions post Autumn 2009 Report to CMG and then EOT by Spring 2010

2 CUSTOMER FOCUSED DELIVERY

EOT Sponsor: Executive Director (Housing and Community Care)

Overall lead: Depute Director (Education and Children's Services)

What do we mean by customer focussed delivery?

Our ambition is to deliver the highest quality services and improved outcomes for the people of Perth & Kinross. Central to achieving this is an approach which focuses on knowing our customers, listening to them, engaging with our communities and connecting our services. Our Corporate Improvement Plan details three areas to ensure we improve customer focused service delivery. These are:

- good customer and community engagement practice
- outcome based performance management linked to SOA
- embedding equalities
- sustainability

Embedding good customer and community engagement practice

What do we mean by embedding good customer and community engagement practice?

It is essential that we all understand that addressing our customers' and communities' needs is our core business. As a result, we must know what our customers needs are, we must ensure that there are clear service standards in place and that training, along with other support, is provided to employees. This will enable us to deliver services which are of the highest quality. We aim to ensure that people and communities are genuinely engaged in decisions on public services that affect them and their area. Local communities and organisations will be encouraged to work together to support the joint planning of services at a local level, resulting in services that are much more accessible, responsive and based on a robust understanding of local needs.

Why do we need to improve?

- To improve the Council's and our Community Planning Partners' understanding of customers' and communities' needs and the individual user's experience
- To encourage community leadership through a range of methods of engagement
- To develop locally based co-ordination of service delivery to meet local needs
- To ensure equality of access to local services, reflecting the diversity of communities

Anticipated outcomes

- The needs of citizens and users are at the heart of the design and delivery of services and embrace equality and diversity
- The Council, together with our Community Planning Partners are more systematic in consulting communities, service users and non-users to make the best use of information about the make-up of their communities and their needs to plan, design and improve services and inform design-making.
- Service standards are clear and understandable with users involved in setting them where appropriate and customer feedback being used to inform decisions
- All employees demonstrate a customer focussed approach to service delivery

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
2.1	Develop and implement a new approach to locality planning with partners, drawing on existing structures and initiatives	December 2011	Depute Director (Education & Children's Services) Head of Planning Head of Economic Development Head of IST Head of Housing Head of Property Head of Democratic Services	Service Needs and Property Issues Investment in Learning Programme Demographic issues Community Engagement	Interim Report to CMG by December 2009 Interim Report to EOT by April 2010
2.2	Further develop effective methods of engaging communities to inform decision making	December 2009 & onwards	Head of Cultural and Community Services Head of Planning Head of Economic Development Head of IST Head of Housing Head of Property Head of Democratic Services	Locality Planning	Update Report to CMG by September 2009 Report to EOT by December 2009

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
2.3	Develop and implement a self evaluation model which allows the Council and partners to monitor the effectiveness of locality planning and report this to the citizens within the locality	June 2012 Outline proposals	Head of Change and Improvement Head of Cultural and Community Services Head of Strategy and Support Head of Performance and Resources	Development of council approach to locality planning Community engagement Development of How Good is Our Locality?	Quarterly reports to CMG Update to EOT by November 2009 and ongoing thereafter
2.4	Review the Customer First Strategy	October 2009 With implementation on-going thereafter	Head of Change and Improvement Head of Public Space Management Head of Cultural and Community Services Head of Children and Family Services Performance and Resources Head of Community Care	Shared services (efficiency & effectiveness) Governance (complaints) PPR (reporting on standards & quality etc) Performance Mgt (efficiency & effectiveness & responsiveness) Communications Service Planning & Design Consultation & Community Engagement Locality Planning Information Management	Review completed by March 2010
2.5	Further develop customer service standards across all service areas	March 2010	Head of Change and Improvement Head of Public Space Management Head of Cultural and Community Services Head of Children and Family Services Head of Community Care	Organised to deliver Shared services Customer First	

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
2.6	Develop a systematic approach to gathering customer information including satisfaction in order to inform decision making	October 2009	Head of Change and Improvement Head of Public Space Management Head of Cultural and Community Services Head of Children and Family Services Head of Community Care	Community Engagement Locality Planning Customer First	

2 CUSTOMER FOCUSED DELIVERY

Outcome based performance management linked to SOA

What do we mean by outcome based performance management linked to SOA?

We are, with our strategic partners, clear about the priorities for the area and are committed to our Single Outcome Agreement. Making partnership working real and effective to deliver better outcomes for the area, however, requires further development of improved planning and public performance reporting arrangements. Improvements in this area will allow us to celebrate our successes across the Partnership, while identifying our collective and individual areas for improvement.

Why do we need to improve?

- To work more closely with local partners to ensure greater integration of respective plans and strategies, ensuring that clear objectives are set for all partnership activity
- To ensure the Council and the Community Planning Partnership can identify where performance against outcomes is strong and address areas for improvement
- To ensure partnership performance management arrangements are in place to routinely scrutinise the delivery of intended SOA outcomes and indicators for impact on service delivery

Anticipated Outcomes

- There is effective planning, monitoring and performance scrutiny across the partnership which complement and enhance current governance arrangements within each of the partner organisations
- There is accountability for performance across all of the Community Planning Partners
- Reporting of performance against the SOA is balanced, clear, timely and informative to the citizens of Perth and Kinross

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
2.7	Develop further, with strategic partners, performance management and reporting arrangements to support the delivery of the Single Outcome Agreement	March 2010	Head of Change and Improvement Head of Strategy and Support Head of Support Services Head of Performance and Resources Head of Finance	Equalities Community Engagement	

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
2.8	Develop self-evaluation for partnership working – How Good is Our Partnership?	December 2009 for initial proposals	Head of Change and Improvement Head of Strategy and Support Head of Support Services Head of Performance and Resources Head of Finance	Community Engagement Customer First	Regular updating to CMG Initial proposals to EOT by December 2009
2.9	Use measure of customer satisfaction as an integral part of the performance management framework	March 2010	Head of Cultural and Community Services Head of Environmental and Consumer Services Head of Housing Head of Change and Improvement Head of Legal Services	Council customer satisfaction Community Engagement	

2 CUSTOMER FOCUSED DELIVERY

Embedding Equalities

What do we mean by equalities?

Equality and diversity are widely recognised as fundamentally important factors in the sound management of a modern, effective organisation. We have a duty to ensure that we promote equalities and eliminate discrimination in all our activities on the grounds of race, disability, gender, age, religion and belief, and sexual orientation

Why do we need to improve?

- To ensure that equalities issues are considered in all strategy and policy development
- To ensure that the equalities action plan benefits from clearer targets against which to measure success
- To ensure that there is equality in terms of access to services

Anticipated Outcomes

- The Council engages proactively with all groups, including equalities and minority groups, in ways which have a positive impact on the lives of communities
- Consultations can demonstrate systematically how engagement with minority communities has influenced the design or delivery of services
- The Council, working with our Community Planning Partners, meets all statutory and reporting requirements as well as ensuring that impact and outcomes can be measured and used to identify key strengths and areas for improvement

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
2.10	Embed equalities across the work of the Council by implementing and monitoring the equalities strategy	March 2010	Head of Change and Improvement Depute Director (Education and Children's Services) Head of Environmental and Consumer Services Head of Strategy and Support Head of Human Resources	Leadership Community Engagement Outcome based performance linked to the SOA Customer First	

2 CUSTOMER FOCUSED DELIVERY

Sustainability

What do we mean by sustainability?

Addressing sustainability issues is about meeting the needs of the present and making improvements without compromising resources available to future generations.

It includes making sure that our natural and built heritage will be here for generations to come, that the food that we eat is increasingly locally produced, and we increasingly reduce the Council's carbon footprint.

It covers economic, environmental and social factors.

Why do we need to improve?

- To ensure sustainability principles and practice are embedded throughout the Council
- To ensure all relevant targets identified within the SOA are delivered in a sustainable way
- To address issues in relation to the changing economic climate across Perth & Kinross
- To build community resilience and capacity for future change, taking into account demographics when shaping Council Services

Anticipated Outcomes

- The Council's decisions and resource allocation reflect the changing needs of the population in terms of age, health, ethnicity and economic profile in terms of delivering against the SOA local outcomes.
- The Council understands the economic, environmental and social context in which we and our Community Planning Partners are operating
- The Council and local communities are focussed on reducing emissions and adapting to the impact of climate change

REF	IMPROVEMENT ACTIONS	DELIVERY	LEAD	CONNECTIONS TO OTHER	PROGRESS CHECKS
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		TIMESCALES	RESPONSIBILITY AND RESOURCES	AREAS OF WORK	
2.11	Address demographic issues to ensure that future decision-making supports sustainable growth and regeneration, linking this closely to better locality planning	December 2009 and ongoing	Head of Planning Head of Community Care Head of Education Services Head of Property Head of Economic Development	All strategy and policy development Locality Planning	Effective progress will be demonstrated by meeting the targets set out in the key strategies below: <ul style="list-style-type: none"> • Local Housing Strategy • Economic Development Strategy • Strategic Waste Plan • Social Inclusion by June 2009 Report to CMG by August 2009
2.12	Embed sustainability across the organisation in relation to social, environment and economic issues	December 2010	Head of Economic Development Head of Community Care Head of Education Services Head of Property	Service Needs and Property Issues work	
2.13	Bring together practice related to addressing climate change in the Council and implementing an agreed action plan.	March 2010	Head of Planning Head of Property	Energy Efficiency Action Plan Waste reduction and recycling Quality of Life Strategy	

3 EFFICIENCY AND QUALITY

EOT Sponsor: Executive Director (Education and Children's Services)

Overall lead: Depute Director (Environment)

What do we mean by efficiency and quality?

As part of the national focus to improve in this area, efficiency is described as doing the same for less or the more for the same, while maintaining or improving the quality of the services being provided. Our Corporate Improvement Plan has five key areas to ensure we improve efficiency and quality. These are:

- Best Value
- Resource management
- Shared services efficiencies delivered
- Organised to deliver on continuous improvements
- Quality improvement in services

Best Value

What do we mean by Best Value?

Best value means achieving continuous improvement in both outcomes for communities and service delivery in an efficient and effective way which provides value for money, while also being responsive to local people's needs.

Why do we need to improve?

- To challenge robustly the existing approach to service delivery across the Council and to achieve greater impact in relation to service delivery
- To ensure that best value reviews are rigorous in their examination of benchmarking data, other comparative information of alternative delivery options
- To demonstrate that the Council offers value for money by market testing activities
- To ensure accurate information on costs and services is collated and used to support priorities and strategically manage resources

Anticipated outcomes

- Better outcomes are achieved and excellent services are provided to the residents of Perth and Kinross
- The Council delivers a more strategic programme of cross-cutting areas, benchmarking and options appraisal to ensure that the services are delivered in the most efficient way.

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
3.1	Develop a more robust approach to competitiveness, benchmarking and value for money to deliver excellent services	December 2009	Depute Director (The Environment Service) Head of Shared Support Services	Procurement Shared Services	BV review reports to EOT/Modernising Governance member Officer group and council committees
3.2	Revise Best Value Review programme	September 2009	Head of Change and Improvement Head of Strategy and Support Head of Support Services Head of Public Space Management Head of Property	Outcome based performance linked to SOA	Three year programme agreed – CMG, EOT and Modernising Governance MOWG Reports on each review to CMG

3 EFFICIENCY AND QUALITY

Resource management

What do we mean by resource management?

We, along with our partners, have a large amount of resources available to us to deliver services to the people who live and work in our area. These include our employees along with our assets such as buildings, machinery and Information technology and it is vital that we are using of these in the best possible way.

Why do we need to improve?

- To ensure that there are robust arrangements in place to manage all the Council's assets corporately
- To assess the impact of the recent economic downturn and associated decline in property values on capital receipts and capital plans.
- To ensure that plans (BMIPs, strategies etc) reflect asset, financial and workforce implications and the linkages between them
- To ensure that there are more robust whole life costs for capital and revenue projects

Anticipated outcomes

- Financial and asset planning arrangements are well integrated with workforce planning to ensure that resources are used effectively to deliver key corporate objectives
- The allocation of resources clearly reflects policy decisions and achieve agreed outcomes

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
3.3	Further develop medium term financial planning linked with asset management plans and workforce planning arrangements	March 2010	Depute Director (Environment) Head of Finance Head of Property Head of Human Resources	Service Needs and Property Issues HR Strategy	Reports to: Corporate Resources Group Reports to: CMG Reports to: EOT
3.4	Deliver improvements to ICT to ensure the Council works as efficiently as possible	Ongoing	Head of IS/T Head of Shared Support Services Head of Support Services	Information Management Shared Services Efficiency	Quarterly reports to CMG Quarterly reports to EOT
3.5	Implement the HR Strategy across the Council	December 2010	Head of Human Resources	Medium term financial planning, asset management and	

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
			Head of Finance	workforce planning	
3.6	Embed workforce planning across all Services	September 2009	Head of Human Resources Head of Change and Improvement Head of Shared Support Services Head of Support Services Head of Strategy and Support Head of Performance and Resources	Medium term financial planning, asset management Middle management development	

3 EFFICIENCY AND QUALITY

Shared Services efficiencies delivered

What do we mean by shared services?

Shared services is seen to be a key part in driving both efficiency and effectiveness by examining ways to streamline work within the Council, or by working together with other organisations.

Why do we need to improve?

- To deliver the agreed level of efficiency savings along with an improved quality of service
- To support future budgetary constraints and ensure a better use of public resources
- To improve the council's arrangements for managing efficiency programmes, ensuring that targets set are realistic and achievable
- To ensure that procurement arrangements comply with recommended best practice and demonstrate that approaches generate anticipated efficiency gains

Anticipated Outcomes

- Efficiency gains and services, improvements are delivered internally and across organisational boundaries
- Council services are delivered for less money or better services are delivered for the same money

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
3.7	Implement a Council wide corporate approach to shared services to deliver efficiencies and engage with our Community Planning Partners to explore opportunities for greater efficiencies.	March 2010 Implementation ongoing	Head of Change and Improvement Head of Shared Support Services Head of IST Head of Legal Services Head of Support Services Head of Strategy and Support Head of Performance and Resources	Information Management ICT Improvements Efficiency Quality Resource Management	Reports to Modernising Governance MOWG EOT CMG

3 EFFICIENCY AND QUALITY

Organised to deliver on continuous improvements

What do we mean by organised to deliver on continuous improvements?

An excellent organisation will have robust management arrangements in place. These ensure that all aspects of work undertaken are supported by appropriate, well understood policies which help drive forward continuous improvement.

Why do we need to improve?

- To ensure that robust management processes are in place and designed to achieve better outcomes for communities and ensure continuous improvement in service delivery

Anticipated Outcomes

- Effective corporate systems and processes are in place which support the delivery of high-quality, user-focused services which make a real difference for the communities of Perth and Kinross

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
3.8	Develop corporate approach to information management	December 2010	Head of Legal Services Head of IST Head of Change and Improvement	Shared Service – mobile working ICT Customer First Citizen account	Report to CMG/EOT Strategy approved by SP&R
3.9	Embed self-evaluation across all services to support corporate improvement	December 2010	Head of Change and Improvement Head of Legal Services Head of Environmental and Consumer Services Head of Education Head of Strategy and Support	Outcome based performance linked to SOA	Review of How Good is our Council? Summer 2009 Report to CMG/EOT

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
3.10	Continue to embed risk management across all services	March 2011	Head of Change and Improvement Head of Legal Services Head of Environmental and Consumer Services Head of Education Head of Strategy and Support	Resource Management outcome based performance to SOA	Reports to CRG Six monthly reports to EOT Annual reports to Scrutiny Committee

3 EFFICIENCY AND QUALITY

Quality improvement in services

What do we mean by quality improvement in services?

While quality can be a very subjective term relating to expectations of the service users, communities and to those providing any service, its definition here is to ensure that there is a level of excellence in all that we do.

Why do we need to improve?

- To make certain that all improvement initiatives are undertaken in a planned and agreed way
- To ensure our services are view as high quality by external validation

Anticipated Outcomes

- There is a consistent approach to continuous improvement which is measurable across the Council while focused on customer needs and improving outcomes and services
- Through external validation, the Council is recognised by employees and service users as delivering high quality, responsive services.

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
3.11	Develop further our use of improvement tools and techniques	March 2011	Head of Change and Improvement Head of Community Services Head of Education Head of Shared Support Services Head of Environmental and Consumer Services	Shared Services Resource Management Organised to deliver Customer First	

REF	IMPROVEMENT ACTIONS	DELIVERY TIMESCALES	LEAD RESPONSIBILITY AND RESOURCES	CONNECTIONS TO OTHER AREAS OF WORK	PROGRESS CHECKS
3.12	Review quality accreditation across services to deliver customer excellence	December 2010	Head of Human Resources Head of Change and Improvement Head of Shared Support Services Head of Environmental and Consumer Services	HR Strategy Leadership Customer First	

Contact

You can find this plan on the Intranet or receive a hard copy from:

Head of Change & Improvement
 Chief Executive's Service
 Perth & Kinross Council
 2 High Street
 PERTH
 PH1 5PH

Comments are welcome on this plan from any source within the organisation.
 If you have any comments on this plan, please email brenton@pkc.gov.uk