

PERTH AND KINROSS COUNCIL

21 December 2022

CORPORATE PLAN 2022/23 - 2027/28

Report by Executive Lead – Strategic Planning & Transformation
(Report No. 22/311)

1. PURPOSE

- 1.1 This report presents the final draft Corporate Plan 2022 – 27 for Perth & Kinross Council, setting out our vision, outcomes and priorities for the area. The plan also details the actions we intend to take to achieve these priorities and the performance measures we will use to demonstrate progress.
- 1.2 The final draft Corporate Plan 2022 – 27 has been informed by national and local research, data and evidence and strengthened by extensive communication and engagement with our communities and staff during October and November 2022. Feedback, where relevant, is reflected within the final draft document and a full feedback report is attached in Appendix 2.

2. RECOMMENDATIONS	
2.1	It is recommended that Council: I. approves the final draft Corporate Plan 2022–27 (Appendix 1) II. notes the Corporate Plan 2022-27 Feedback Report (Appendix 2)

3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:
- Section 4: The Corporate Plan 2022 - 27
 - Section 5: Consultation & Engagement Activity
 - Section 6: Changes to the final draft Corporate Plan 2022 - 27
 - Section 7: Conclusion
 - Appendices

4. CORPORATE PLAN 2022 – 27

- 4.1 The revised draft **Corporate Plan 2022 - 27** sets our vision for “**a Perth and Kinross where everyone can live life well, free from poverty and inequality**”. It sets out our corporate outcomes which are aligned with our organisational values and designed to address or mitigate the impact of the

many challenges our organisation and our communities are facing now and in the coming years. These are directly related to the commitments we have made through the Perth & Kinross Offer around better engaging our people and communities to ensure that they are involved and can have their say on where we focus our time and resources.

- 4.2 Like all councils, the pandemic of recent years has only added to the increasingly complex challenges we face, against a backdrop of the most testing financial circumstances local government has ever experienced. This means that it will be impossible to continue doing the same things we have done in the past and we are rethinking how we work with, and within, our communities and all of our partners to achieve the best outcomes for the people of Perth & Kinross.
- 4.3 The strategic outcomes are underpinned by 7 key priorities, aimed to address or mitigate the challenges, focus our work where it is needed most, and support the delivery of our vision:
- Tackling poverty
 - Tackling climate change and supporting sustainable places
 - Developing a resilient, stronger and greener local economy
 - Enabling our children and young people to achieve their full potential
 - Protecting and caring for our most vulnerable people
 - Supporting and promoting physical and mental wellbeing
- They will be underpinned by our continued commitment to working in partnership with our communities.
- 4.4 The priorities incorporate the careful consideration of the feedback received from our communities, elected members, partners and staff about what is important for Perth and Kinross. They are also evidence based and reflect the areas of greatest need in the area and those that we can most directly influence in our work.
- 4.5 Importantly the Corporate Plan sets the strategic direction for the Council and will act as a guide when making difficult decisions around where to invest funding and resources to support their achievement and ensure we have the greatest impact.
- 4.6 The Plan is not designed to stand alone but is supported and strengthened by a wider strategic framework which overarches several areas of work all designed to contribute to our vision and outcomes. The main components of our Corporate Plan's wider strategic framework are as follows:
- The revised **Local Outcome Improvement Plan** - details new priorities with a focus on poverty in a number of key areas, setting out the actions that the Community Planning Partnership will take in the coming years to focus on inequalities which are stubborn and require continued collaborative approaches.
 - The **Perth and Kinross Offer Framework** - details the actions that we will take over the next 5 years to deliver and embed the Offer and the

programme of cultural change that will transform how we work with colleagues, communities, and our partners.

- **The Transformation & Change Strategy** is a 5-year strategy which sets out our extensive transformation programme acting as enabler to deliver on our corporate priorities. Delivery of the Transformation & Change programme will be underpinned by our organisational wide cultural and behavioural change programme and a clear commitment to fully embed and demonstrate our values of **Ambition, Compassion, and Integrity**.
- The **Financial Strategy** – details the financial challenges we face, the extent of the structural deficit and measures we must take now and over the next 5 years to identify savings, reduce our budgets and support the Council to become financially sustainable.

4.7 The Plan demonstrates our commitment to improving services, enhancing the quality of life for people in Perth & Kinross and making best use of our resources and funding. We will continue to deliver effective and efficient services, delivering best value by working collaboratively with our partners.

4.8 To achieve our vision, we have outlined clear outcomes, priorities, actions, and measurements of performance which will ensure we are held accountable, can report consistently, and remain focussed on the areas that matter to people in our communities.

4.9 While this is a five-year plan, we know that there will be things outwith our control that will change. We will 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.

5. CONSULTATION & ENGAGEMENT ACTIVITY

5.1 To ensure we continue to meet our commitment to building relationships, connecting, supporting, involving, and communicating with our communities, staff, and partners, we have carried out an extensive communications and engagement exercise over the past two months. This provided a range of opportunities and ways for people to get involved, influencing our actions, focus and priorities.

5.2 We combined our engagement activity around the Corporate Plan 2022 - 27 with our annual Budget consultation. This reduced duplication and enabled communities to consider how we spend our money alongside the issues that matter most to them. Full details of feedback and results of the consultation and engagement activity is attached as Appendix 2.

5.3 A number of different opportunities were offered to get involved including an online survey, public engagement sessions and specific targeted group sessions (staff, partners and other organisations).

- 5.4 As a result of all our consultation and engagement activities, we have received over 1000 responses, with a wealth of qualitative feedback from smaller group sessions. We engaged with community members through in person sessions with people who have never previously been involved in Council activity before. This has enabled us to build relationships and contacts. We have committed to staying connected with participants, giving feedback on the outcome of the Corporate Plan and Budget consultations as well as other relevant information around events they may be interested in attending.
- 5.5 We have also reflected on our approach and identified improvements for future engagement activity. As well as using regular feedback from participants to improve sessions as we progressed, we also found that an informal and relaxed approach worked well with people telling us they enjoyed the opportunity to ask questions about the Council in general as well as the Corporate Plan.

6. CHANGES TO THE FINAL DRAFT CORPORATE PLAN 2022 - 27

Wording of strategic outcomes & key priorities

- 6.1 As a result of public feedback, we have made some changes to the final draft Corporate Plan 2022 – 27. These centre around the aspects or outcomes which form our vision and the key priorities which we asked people to consider if they were focussed on the right areas and easy to understand. Feedback around the word “sustainable” suggested that this was confusing and not always clear. We have now made changes to the following:
- 6.2 From “People and businesses thrive in an inclusive and sustainable local economy across Perth and Kinross” to “People and businesses are increasingly able to prosper in a local economy which supports low carbon ambitions and offers opportunities for all.”
- 6.3 The second outcome of our vision to change is “Perth and Kinross is a sustainable and safe place for this and future generations” to “Perth and Kinross is a safe and vibrant place, mitigating the impact of climate and environmental change for this and future generations.”
- 6.4 In relation to the key priorities, there are two changes. We have moved away from “Placing communities at the heart of how we work” to “Working in partnership with communities” which was felt to be more about joint and collaborative working. In addition, “Growing a sustainable and inclusive local economy” has been amended to “Developing a resilient, stronger and greener local economy.” We also had feedback that it would be fairer to show our key priorities visually rather than by simply listing them. We have now included a diagram (shown below) which sets a summary of our priorities around a circle in rank order. The full text of the priorities has been retained in a list which also supports accessibility.



Revised Performance Indicators

- 6.5 We will measure and assess the impact and outcomes of the Corporate Plan through a number of methods, using both qualitative and quantitative data. Our performance indicators will allow us to track progress across the five-year period and remain consistent in terms of our reporting. We will report on progress at an organisational level through the Council's Annual Performance Report with service specific updates being provided within individual service Annual Performance and Business Improvement Plans or against specific strategic action plans.
- 6.6 During the engagement and consultation period we have collected performance data and set targets for our performance indicators (PIs) for inclusion within the Corporate Plan 2022 - 27. For some PIs such as homelessness, it is not appropriate to set targets, or it has not been possible to set longer term targets due to the current economic climate. However, the Corporate Plan will be reviewed annually, and targets will be revised and set accordingly. The Corporate Plan 2022 – 27 includes information on the frequency of data reporting, if it is collected nationally and can be benchmarked. We have reviewed all indicators and made changes following the feedback, streamlining the number of PIs and ensuring they relate to actions that can be collected timeously. Some of the PIs that have been removed will continue to be reported in other strategies and reports.
- 6.7 There are now 53 PIs covering the seven priority areas. This is a decrease of 66 since the draft plan was presented to Council in September, with 74 being deleted and a further 8 being added. Just over half can be benchmarked

against national data. Of the 53 PIs, 60% are new to the Corporate Performance Framework PK Performs, although some of this data was collected by Services for other purposes, with 23% being brand new PIs to align with our new actions.

7. CONCLUSION AND NEXT STEPS

- 7.1 The draft Corporate Plan 2022 – 27, sets the new vision of “**A Perth and Kinross where everyone can live life well, free from poverty and inequality.**”
- 7.2 It demonstrates our commitment to improving services, focussing on need and enhancing the quality of life for people in Perth & Kinross by making best use of our resources and funding. By having clear outcomes, priorities, and actions, we will be accountable and consistently report progress using well defined measurements of performance.
- 7.3 We are committed to remaining focussed on the areas that matter to people in our communities and when allocating resources and funding and will work in partnership with communities through the ethos of our Perth & Kinross Offer.
- 7.4 To ensure we remain accountable to the actions within the Corporate Plan 2022-27, we will report on our progress and performance annually, using the key priorities and performance indicators to show progress and improvement. We remain committed to learning as we go, remaining flexible and agile when particular areas need to be adapted to remain relevant and aligned with our ever-changing environment.

Author

Name	Designation	Contact Details
Charlene Guild	Head of Innovation	cguild@pkc.gov.uk

Approved

Name	Designation	Date
Clare Mailer	Executive Lead – Strategic Planning & Transformation	30 November 2022

APPENDICES

- Appendix 1 – Final draft Corporate Plan
- Appendix 2 – Corporate Plan Consultation & Engagement Feedback

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	Yes / None
Community Plan	Yes
Corporate Plan	Yes
Resource Implications	
Financial	No
Workforce	No
Asset Management (land, property, IST)	No
Assessments	
Equality Impact Assessment	Covered
Strategic Environmental Assessment	Covered
Sustainability (community, economic, environmental)	Covered
Legal and Governance	Yes
Risk	Yes
Consultation	
Internal	Yes
External	Yes
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan

1.1 This report supports all of the priorities within the Community Plan 2022-27.

- (i) *Reducing Poverty (including child poverty, fuel poverty and food poverty)*
- (ii) *Mental and physical wellbeing*
- (iii) *Digital participation*
- (iv) *Skills, learning and development*
- (v) *Employability*

Corporate Plan

1.2 This report supports the objectives within the draft new Corporate Plan:

- Children and young people grow up safe, respected, well-educated, and confident in their ability to realise their full potential.
- People and businesses are increasingly able to prosper in a local economy which supports low carbon ambitions and offers opportunities for all
- People can achieve their best physical and mental health and have access to quality care and support when they need it .

- Communities are resilient and physically, digitally and socially connected .
- Perth and Kinross is a safe and vibrant place, mitigating the impact of climate and environmental change for this and future generations

2. Resource Implications

Financial

- 2.1 The Corporate Plan will overarch all of the Council's strategic documents including the Finance Strategy and medium term financial plan allowing us to meet our new outcomes and priorities. The Head of Finance has been consulted as part of our regular discussions with ELT (Executive Leadership Team). There will be no direct financial implications as a result of this report.

Workforce

- 2.2 The Corporate Plan, its priorities and actions will be supported by the Council's Workforce Management Plan.

Asset Management (land, property, IT (Information Technology))

- 2.3 Not applicable at the moment.

3. Assessments

- 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 Corporate Plan is our commitment to "A Perth and Kinross where everyone can live life well, free from poverty and inequality." It is supported by a number of strategic documents which where appropriate will have been subject to equality impact assessments.

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 Corporate Plan is our commitment to "A Perth and Kinross where everyone can live life well, free from poverty and inequality." It is supported by a number of strategic documents which where appropriate will have been subject to strategic environmental assessments.

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. 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.
- 3.6 The Corporate Plan is our commitment to "A Perth and Kinross where everyone can live life well, free from poverty and inequality." It is supported by a number of strategic documents which where appropriate will have been tested around sustainability.

Legal and Governance

- 3.7 The Head of Legal and Governance has been consulted as part of the ELT and EELT (Extended Executive Leadership Team) discussions and feedback.

Risk

- 3.8 Our **Strategic Risk Register** is regularly updated to reflect the risks to the organisation. Many of the priority areas highlighted in the Corporate Plan are reflected in our risk register and we will ensure that this is reviewed and updated accordingly. Any additional risks associated with the delivery of our priorities will be identified and added to the Strategic Risk Register with clear actions to mitigate these progressed.

4. Consultation

Internal & External

- 4.1 There has been an extensive consultation and engagement exercise carried out both internally and externally over the past two months. Details are contained within the full consultation and engagement feedback report attached as Appendix 2.

5. Communication

- 5.1 Details of how we have communicated our draft Corporate Plan have been included within our feedback report at Appendix 2.

2. BACKGROUND PAPERS

- 2.1 None.