

Draft Corporate Plan 2015-2017

Executive Summary

The purpose of this report is to present to the Policy and Resources Committee a draft Corporate Plan for approval. The attached draft Corporate Plan includes a proposed revision to the Council's mission statement which more closely reflects the Key Strategic Priorities as agreed by Council on 22nd January and defines what the Council's contribution to the single outcome agreement will be.

Draft Corporate Plan 2015-2017

1.0 Introduction

1.1 The purpose of this report is present to the Policy and Resources Committee a draft Corporate Plan for approval.

2.0 Recommendations

2.1 It is recommended that the Policy and Resources Committee approve the draft Corporate Plan attached at appendix One.

3.0 Background

3.1 At its meeting on 22nd January 2015 Argyll and Bute Council agreed their Strategic priorities and requested that the Chief Executive arrange for these to be included in the Council's Corporate Plan. The Council's priorities have clear links to the shared vision set out in the single outcome agreement that Argyll and Bute's economic success is built on a growing population.

3.2 The Council's existing mission statement "realising our potential together" has been in place since 2011 (prior to the single outcome agreement which commenced in 2013). With such clear alignment between the Council's priorities and the outcomes set out in the single outcome agreement it is proposed that now would be an opportune point at which to refresh the Council's mission statement to more closely reflect this strategic direction. The proposed mission statement is:

"Making Argyll and Bute a place people choose, to live, learn, work and do business"

This proposed mission statement has been included in the draft Corporate Plan attached at Appendix One.

4.0 CONCLUSION

4.1 In conclusion this report has set out proposals for a corporate plan which reflects the Council's strategic priorities and includes a proposed new mission statement for consideration and approval.

5.0 IMPLICATIONS

- 5.1 Policy: The Corporate plan sets out the strategic direction for the Council.
- 5.2 Financial: The corporate plan sets out how the Council will approach the management of financial resources.
- 5.3 Legal: None
- 5.4 HR: The Corporate plan sets the overall strategic direction for the Council and employees individual objectives, set through the PRD process will be aligned to the corporate plan via service plans.
- 6.5 Equalities: None
- 6.6 Risk: Lack of a corporate plan may pose a reputational risk to the council in the form of criticism for failing to demonstrate clear strategic direction.
- 6.7 Customer Service: Our corporate plan will be a public document and sets out what our customers can expect from the Council.

Douglas Hendry, Executive Director Customer Services
Policy Lead: Councilor Dick Walsh

For further information contact: Jane Fowler, Head of Improvement and HR, Tel: 01456 604466

APPENDICES

Appendix 1: Draft Corporate Plan

Argyll and Bute Council
COMHAIRLE EARRA-GHÀIDHEAL AGUS BHÒID

Corporate Plan 2015-2017

Planna Corporra 2015-2017

*Making Argyll and Bute a place people choose to live, learn,
work and do business*

*A' leasachadh Earra-Ghàidheal is Bòd mar sgìre airson
fuireach, ionnsachadh, obair agus gnìomhachas a dhèanamh.*

We involve and listen to our communities	We take pride in delivering best value services	We are open, honest fair and inclusive	We respect and value everyone
--	---	--	-------------------------------

Contents

- 1. Foreword from our Leader and Chief Executive**
- 2. Our vision and strategic priorities**
- 3. Making it happen**
- 4. Measuring our success**

1.0 Foreword (Leader/ Chief Executive)

Welcome to our Corporate Plan for 2015-2017.

Argyll and Bute is the second largest local authority area in Scotland. It covers an area of 691,000 hectares bounded by the urban areas of Helensburgh and Dunoon, the Clyde, Loch Lomond to the East, the Mull of Kintyre to the south, Atlantic Islands to the west, and the Sound of Mull and Appin to the north. We are lucky to live and work in such a beautiful and diverse area that really does have something for everyone. We recognise that our geography, coupled with a declining population presents us with unique challenges and together with our community planning partners we have developed a shared vision for our area in our Single Outcome Agreement (SOA), which is at the heart of this corporate plan.

Our shared vision is: **Argyll and Bute's Economic success is built on a growing population.** This vision has six key outcomes:

- Our economy is diverse and thriving
- We have an infrastructure that supports sustainable growth
- Education skills and training maximise opportunities for all
- Children and young people have the best possible start
- People live active, healthier and independent lives
- People will live in safer and stronger communities

This corporate plan sets out what we as a council will contribute to achieving these outcomes.

The next two years will bring challenges for us as we make choices around planning our future. We must accommodate a reducing budget, yet make the right choices to invest in our future. Our shared vision as set out in the SOA, corporate mission and strategic priorities provide us with clear direction and ensure that the Council is in a strong position to plan our future.

Our mission is **to make Argyll and Bute a place people choose to live, learn, work and do business.**

We have a track record of delivering positive actions, quality services, partnership working and innovation. We are an award winning Council that recognises the value of our employees.

Looking Ahead

This corporate plan will build on these achievements. The next two years will focus on continuing to work with our partners to develop innovative solutions to our challenging budget and to grow the population for economic success. Our mission provides a clear focus and will underpin our work and decision making.

Chief Executive and Leader Photos here

2. Our Key Strategic Priorities

Argyll and Bute Council have agreed key strategic priorities which give direction to our Corporate Plan and set out how we aim to achieve our Mission. Each of our service plans align to these priorities which in turn deliver on the outcomes in the Single Outcome Agreement.

Making Argyll and Bute a place people choose to live

- We will work with partners to ensure a supply of affordable housing that not only meets the needs of those who already live within Argyll and Bute, but attracts more people to live here.
- We will make Argyll and Bute an attractive place to live by continuing to invest in the infrastructure of our towns, villages and islands
- We will help our communities to help themselves and will be proactive in making sure that our communities are empowered to work in partnership with the Council to meet their local needs.

Making Argyll and Bute a place people choose to learn

- We will provide outstanding Education to young people so that our schools attract people to live in the area.
- Our schools will work with FE and HE providers as well as businesses to ensure our pupils are best placed to gain employment or create their own business in future.

Making Argyll and Bute a place people choose to work and do business

- We will make Argyll and Bute the best and easiest place to do business
- We will use Council resources and facilities innovatively to generate income in order to protect and enhance services. For example, the TIF programme in the Oban and Lorn area
- We will take advantage of the opportunities improved broadband availability brings and continue to demand improved mobile phone coverage
- We will promote and market Argyll and Bute and encourage companies and individuals to relocate to this area
- We will work to improve strategic transportation links: We will make best use of our airports, work with ferry companies to enhance services and bring pressure to bear on the Scottish Government and Transport

Scotland to find substantial solutions to the current limitations of the A82/83

3. Making it happen.

Our people are at the heart of our organisational success and in order to achieve these outcomes we must ensure Argyll and Bute Council retains and attracts the best talent to deliver quality services. We aim to remain an employer of choice and have efficient and effective support services in place to enable our frontline staff to deliver value for money and continually improve the services we provide.

We will deliver our priorities by:

- Ensuring our culture, structure and systems make our Council a high performing and improving organisation that people choose to work for
- Managing our resources robustly and sharing resources, buildings and facilities where appropriate
- Ensuring our workforce has the skills, knowledge and behaviours that support our vision
- Growing excellent leaders
- Having systems and processes in place that support and enhance customer focussed service delivery
- Providing excellent communications, customer service, consultation and engagement
- Continually looking at how we can improve and deliver quality services

4. Measuring Our Success

Measuring our success is about how we will know we are performing well and moving in the right direction to achieve our vision.

We have a Planning and Performance Management Framework (PPMF) that ensures performance is integral to the work of the Council. The PPMF details the structure and process for performance management at all levels. Plans specify the outcomes to be achieved aligned to success measures, as well as risks to be reduced.

Councillors and senior managers review and scrutinise the Council's performance through the Performance Review and Scrutiny Committee,

which meets four times a year. Additionally, the Council's strategic committees and area committees regularly scrutinise performance.

Performance is reported through scorecards at Council and Departmental level, which are reviewed at Council meetings and are available on the Council's website, <http://www.argyll-bute.gov.uk/council-and-governance/performance>

The Council's key documents (Annual Report, Audited Accounts, Corporate Plan, Revenue Budget) are also available on the Council's website, <http://www.argyll-bute.gov.uk/council-and-government/plans-policies-and-key-documents>

We are improving the way we communicate our performance and aim to keep you updated via all of our communication's channels including our website and our social media. You can follow the Council on Facebook and Twitter **(include Facebook and twitter links)**

For further information please call 01546 602127 or email performance@argyll-bute.gov.uk

Our Shared Vision: What we want to achieve with our partners	Argyll and Bute's Economic Success is built on a growing population						
	People live active healthier and independent lives	People live in safer and stronger communities	Young people have the best possible start	Education Skills and training maximise opportunities for all	Our economy is diverse and thriving	Our infrastructure supports sustainable growth	
Council Mission Statement/ Corporate Outcomes: Our contribution to the shared vision	Making Argyll and Bute a place people <i>choose</i> to Live, Learn, Work and do Business						
	A Place people <i>choose</i> to Live		A Place people <i>choose</i> to Learn		A Place people <i>choose</i> to Work and Do Business		Making it Happen
	Service Outcomes						
Strategic Priorities: What we plan to do to help us achieve our mission.							
	<p>We will work with partners to ensure a supply of affordable housing that meets the needs of those who already live in Argyll and Bute and attracts more people to live here.</p> <p>We will continue to invest in the infrastructure of our towns, villages and islands.</p>	<p>We help our communities to help themselves. We will be proactive in making sure that our communities are empowered to work in partnership to meet their local needs</p>	<p>Provide outstanding education to young people so that our schools attract people to live in the area</p>	<p>Our schools will work with FE and HE providers as well as business to ensure our pupils are best placed to gain employment or create their own business in future</p>	<p>Make Argyll and Bute the best and easiest place to do business in</p> <p>We will promote and market Argyll and Bute to encourage companies and individuals to relocate to this area</p> <p>We will use Council resources and facilities innovatively to generate income in order to protect and enhance services. For example the TIF programme in the Oban area.</p>	<p>Improve strategic transport links. We will make best use of our airports, work with ferry companies to enhance services and bring pressure to bear on the SG and TS to find sustainable solutions to the current limitations of A82/83</p> <p>We will take advantage of the opportunities improved broadband availability brings and continue to demand improved mobile phone coverage</p>	<p>Our culture, structure and systems make our Council a high performing and improving organisation that people choose to work for.</p> <p>We manage our resources robustly and share resources, buildings and facilities where appropriate</p> <p>Our workforce have the skills, knowledge and behaviours that support our vision</p> <p>We grow excellent leaders</p> <p>We have systems and processes in place that support and enhance service delivery</p> <p>We provide excellent communications customer service, consultation and engagement</p> <p>We continually look at how we can improve and deliver quality services</p>