

**Corporate and Democratic Services**  
**Interim Performance Summary**  
**1 April 2019 to 30 September 2019**

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# Introduction

## by Jim Valentine, Depute Chief Executive and Chief Operating Officer

**Welcome to the Corporate & Democratic Services six-monthly performance summary - 1 April 2019 to 30 September 2019.**

The Corporate & Democratic Services (CDS) Business Management and Improvement Plan (BMIP) sets out the key improvement actions which are being delivered to promote good governance, support our communities to fulfil their ambitions for their localities, commission excellent culture and sport services, and ultimately contribute to the delivery of the Council's strategic objectives and local outcomes.

The leadership and professional advice from CDS underpin and support the rest of the organisation to operate, improve and transform. In addition, the Service leads major programmes of work, including engaging with stakeholders to define the Perth and Kinross Offer and the cultural transformation programme. The annual performance report for 2019/20 will provide more detail of the work that we do together.

This interim performance report therefore provides assurance and updates on the improvement actions which support the delivery of our Service Outcomes which are –

- Making sure the Council has the right people with the right skills, doing the right things to meet the changing needs of our communities
- Engaging with our communities effectively and involving them in the planning, design and delivery of sustainable services that will meet their changing needs
- Maximising the use of new technology to deliver services in a way that better suits our digital world and meets the needs of our communities
- Strengthening the sport, leisure and cultural tourism offer of Perth and Kinross; and
- Making sure our governance framework provides the necessary controls and creates the right conditions to support the organisation to be customer focussed, compliant and collaborative, entrepreneurial, efficient and effective.

## Service Performance Summary against the Service Outcomes

**We make sure that within the Council we have the right people with the right skills, doing the right things to meet the changing needs of our communities**

We recognise the importance of creating and sustaining a healthy working environment and positive wellbeing culture that enables us all to Live Life Well. A new Health and Wellbeing Framework was approved by Committee in April 2019 and is being implemented across the organisation. It has a focus on prevention, early intervention and building resilience and recognises physical, mental and financial wellbeing. The Framework is supported by information, advice and tools for employees and managers.

The Corporate Workforce Plan priorities were approved by Council in December 2018. Projects are underway to modernise how we attract, recruit, select and retain talent. These projects draw on best practice, research and employee experiences, make best use of social media and digital approaches and involve key stakeholders from across the Council.

A range of leadership development opportunities are available. A council-wide programme of staff engagement on Think Yes recognises the importance of leadership at all levels in the organisation and is involving staff in the design of the Perth and Kinross Offer. The leadership development programme will be refined in line with our values and culture.

We continue to share learning with others through a varied Learning Programme – over the period April to September 2019, 605 learners have engaged in 67 events, with an average rating of 4.5 stars out of 5. eLearning and webinars are proving to be increasingly popular learning tools for our diverse workforce with 9,650 eLearning modules completed on our eLearning platform. Additionally, twenty individual ECDL (European Computer Driving Licence) tests were completed and passed.

Fair work is a key theme within our Corporate Workforce Plan. We have completed our Equal Pay Audit and established the gender pay gap for 2018/19 in the Council workforce is 0.7% in favour of males. The trend in our gender pay gap shows fluctuation around 0% which has compared favourably with other Councils. Benchmarking for 2018/19 is not yet available.

We want to have a more inclusive and diverse workplace. Staff networks for disability and LGBTi are now established. The Council was awarded the Disability Confident Employer Level 3 (highest level of accreditation) in October 2019. As a Carer Positive employer, we continue to support employees who have caring responsibilities. We are half way through a 12 months pilot to develop an Employer Accreditation Programme for Gender Based Violence. Regular updates on these areas of work are shared via the Employees Joint Consultative Committees and Teachers Joint Negotiating Committee.

As part of the Council's Brexit preparations, we have identified employees who are non-UK EU Nationals. We have provided advice and support through the Ethnic Minority Law Centre on applying for settled status to be able to continue working here and access the same services they are able to access now in a post-Brexit scenario. The Chief Executive also prepared a short video to encourage EU/EEA nationals living in Perth and Kinross to make this area their home and continue to live life well whether they live, work or study here.

**We engage with our communities effectively and involve them in the planning, design and delivery of sustainable services that will meet their changing needs**

A programme of engagement is underway to involve staff, partners, communities and businesses to raise awareness and to gain buy in for co-designing the Perth and Kinross Offer. This is part of a major cultural change programme which will transform the delivery of public services across Perth and Kinross. The concept has been well-received, and stakeholders are actively engaged in starting to think about and work differently with the Council.

An improvement plan developed from the What Works Scotland review of Local Action Partnerships has been implemented, with regular updates to the Community Planning and Partnership Board and Housing & Environment Committee. These improvements are designed to strengthen and enhance local democratic decision-making, with Local Action Partnerships taking an active role in shaping local priorities across Perth and Kinross.

The Communities Team administers and supports the Community Investment Fund which is delivering £1.2M investment in local community initiatives to further equalities over 2 years. £50k is available for each Ward, giving local people a greater say in how public money is spent in their communities. 111 eligible applications were received in the first tranche of funding, seeking just under £1m of funding.

The new statutory Community Learning and Development Plan was approved in April 2019 and the Performance Framework for the Community Learning and Development Plan was approved in August 2019.

An independent review of Corporate Communications has been carried out. The recommendations from the review have started to be implemented, including a revised media response protocol and media training for managers. An internal review of resources working on communications is underway. Meanwhile, the team continues to support priority campaigns including Community Empowerment, Early Years Extended Provision, and Events. Successful campaigns this year include the Solheim Cup and the Stone of Destiny engagement.

As a member of the Tayside Procurement Consortium and Scotland Excel, the Council continues to realise efficiency savings through collaborative purchasing arrangements with other public sector bodies based upon nationally negotiated contracts. A full review of how procurement can continue to deliver value across Perth and Kinross is underway as part of a collaborative exercise with Tayside Contracts, Dundee City and Angus Councils.

We have been raising awareness of Community Benefits Clauses which are designed to enhance the social value we achieve through our procurement activities.

**We maximise the use of new technology to deliver services in a way that better suits our digital world and meets the needs of our communities**

We continue to develop our digital leadership to ensure we have the right organisational culture and skills to be able to more fully exploit the opportunities that new technologies present for change, improvement and innovation. A range of support initiatives have been delivered including the Microsoft Office 365 Early Adopters Programme and roll out across the Council; the audio-visual replacement programme within schools; IT support for digital learning in Bertha Park High School; targeted sessions with in excess of 700 staff in schools and campuses; webinars with in excess of 1500 unique viewers; and 30 team-specific events.

We continue to lead the implementation of the Council's Digital Strategy to deliver digital services to citizens and businesses. The Online and MyAccount programme enables the development of a whole organisation transformational approach to online services, and channel shift (from face to face and telephone services to online) which delivers savings and improves customer satisfaction by giving access to Council services online anytime, anywhere and from any device. To date 48 services are delivered online via the MyPKC portal with 34,500 residents with a MyAccount – this represents 44% of households. This has generated 69,000 transactions in the period January-September 2019 which represents an increase in volume of over 24% compared to the same period in 2018.

Work is underway to move other services online, including nursery and primary registration, local taxes forms and reporting of issues in parks, play areas and open spaces. Enhancements to existing online services to deliver improvements in customer experience and to deliver further process efficiencies are also being taken forward.

MyPKC is also being used to move internal processes online. The first phase of the online Vacancy Management Process (like for like vacancies) has been launched across all Services; scoping of the next phase (changes to circumstances) is planned.

The Mobile Working review is implementing a corporate mobile solution which automates key tasks, processes and work flow to improve productivity, efficiency and quality. Mobile working and work scheduling have been deployed to over 250 operational staff across 12 teams; there are plans to extend this to a further 60 Home Assessment Recovery Team (HART) assistants within the next 2 months.

Digital transformation workshops with Housing & Environment and the Health & Social Care Partnership are being used to explore further options for change and innovation and to prioritise new digital activity.

We continue to implement our Corporate Data Management Plan to make the most of our information as a business asset. A data and analytics review is in progress to deliver a vision, technical architecture, and strategic roadmap.

The Corporate Digital Platform has delivered hybrid mail, a digital mailroom and back-scanning facility. The continued roll-out of the Electronic Data Management system (edms) is now based on Sharepoint Online.

We have developed a data sharing template which is now in use with partners. We have commenced collaborative working with NHS Tayside and Angus and Dundee City Councils on common data sharing arrangements. In addition, together with other authorities, Cosla and the third sector, we have encouraged Police Scotland to amend their approach to data sharing.

The Council achieved Cyber Essential Plus accreditation and maintained its Public Services Network (PSN) accreditation in May 2019. These accreditations provide assurance about the security of our information assets and ensure they are protected from attack. We continue to maintain awareness among employees so they remain vigilant and alert to potential attacks.



## **We strengthen the sport, leisure and cultural tourism offer of Perth and Kinross**

Further work from the 2018 Culture Trusts Review is underway to identify the best future delivery model for culture in light of our major investment in cultural attractions in Perth city. Governance arrangements for our current Arms-Length Delivery Organisations are also being refined to ensure greater transparency, scrutiny and accountability. All three ALEOs appear before Scrutiny Committee on a minimum 6 monthly basis.

Meanwhile the Horsecross Arts Advisory Group comprising representatives from the Council, Horsecross Arts Live Active Leisure and Culture Perth and Kinross has been in place since July 2019 to oversee improvements to governance, financial management, operational efficiency and programming.

A full business case for Perth City Hall has now been prepared and the capital programme is on track, with construction work scheduled to start on site, subject to approval of the finalised City Deal, in early 2020. The City Hall is an important part of the new cultural transformation programme for Perth and Kinross.

The Council continues to work with Live Active Leisure to realise the redevelopment of the Perth Leisure Pool site. The £0.5million development project is underway to create the outline business case and design scheme.

Live Active Leisure is undertaking a strategic review of its business activities in light of continued budget pressures, PH2O and the redevelopment of Bells Sports Centre. Support to LAL is in place to create a five-year business transformation plan.

**We make sure that our governance framework provides the necessary controls and creates the right conditions to support the organisation to be customer focussed, compliant and collaborative; entrepreneurial, efficient and effective**

A review of our corporate governance structure is underway to ensure it is robust and fit for purpose in our complex and changing public services landscape. Revised Standing Orders and updated remits for Audit and Scrutiny Committees will go forward to the Council for approval in December 2019. The review of decision-making structures is ongoing and the completion of this work will be aligned with the development of the Perth and Kinross Offer.

A revised timescale of June 2020 has been given for the initial self-assessment exercise to support the Council to achieve CIPFA's Governance Mark of Excellence.

The governance arrangements of the Community Planning Partnership Board have been reviewed to better support the delivery of the Local Outcomes Improvement Plan. Improvement recommendations were approved by the CPP Board in September following a governance workshop with key stakeholder in July 2019.

The Modernising Performance Framework review is underway to transform the collation and presentation of our business management information. Benchmarking with other organisations has been undertaken and investigation of appropriate systems is underway to ensure we invest in a system which best meets our requirements and fits with our digital strategy.

The approach taken to the budget setting process has been reviewed to align with the achievement of the Council's strategic priorities. For the first time, the Provisional Revenue Budget submissions for 2020/21 to 2022/23 and recommendations for the 10 years Capital Programme are being aligned and presented to elected members under the Council's five Strategic Objectives. This approach will evolve and be adjusted to ensure it meets the needs of the organisation.

## Progress against Improvement Plan

In summary, we have made significant progress in delivering the improvements and actions identified in the Business Management Improvement Plan (BMIP).

Of the 27 actions within our service improvement plan against our 5 service outcomes, all are currently on target.

27 (100%) are on target