

PERTH AND KINROSS COUNCIL

Scrutiny & Performance Committee - 7 June 2023
Finance & Resource Committee- 7 June 2023

SERVICE ANNUAL PERFORMANCE REPORT 2022/23 **CORPORATE & DEMOCRATIC SERVICES**

Report by the Chief Operating Officer
(Report No. 23/175)

1. PURPOSE

- 1.1 This report presents the Service Annual Performance Report 2022/23 for Corporate and Democratic Services (CDS). It details progress over the last year against improvement actions contained within the [2022/23 Service Business Management Improvement Plan](#).

2. RECOMMENDATION

- 2.1 It is recommended that the Scrutiny & Performance Committee:

- scrutinises and comments, as appropriate, on the Corporate and Democratic Services' Annual Performance Report 2022/23.

It is recommended that the Finance & Resources Committee:

- approves the Corporate and Democratic Services' Annual Performance Report 2022/23.

3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:

- Section 4: Background
- Section 5: Proposals
- Section 6: Further Considerations
- Section 7: Conclusion
- Appendix

4. BACKGROUND

- 4.1 In previous years, Council Services have produced a Joint Service Business Management and Improvement Plan (BMIP) and Annual Performance Report (APR) on an annual basis. This year, however, as we transition to new performance reporting and strategic planning arrangements, we are presenting a Service Annual Performance report on its own which will provide a final report on last year's BMIP. Details of in-year improvement actions are included, with a refocussing of improvement actions around the

new Corporate Plan priorities later in the year through the Corporate Annual Performance Report and Delivery and Improvement Plan.

5. PROPOSALS

- 5.1 The Corporate and Democratic Services' (CDS) Annual Performance Report, set out in tabular form for ease of reference, shows improvement actions, activity undertaken for 2022/23 along with performance highlights and impacts and, where improvements did not proceed as intended, reasons and our learning.
- 5.2 Future reporting will be aligned to our new Corporate Plan, which was approved by Council on 21 December 2022, and covers the period from 2022/23 to 2027/28.
- 5.3 As part of our transformation programme, we are also reviewing our strategic planning and performance reporting arrangements across the Council. The Council is rolling out a new performance management software system in 2023 which will change the way in which performance information is captured, managed and presented.
- 5.4 The improvement activity underway for 2023/24 will be outlined within the Corporate Annual Performance Report and Delivery and Improvement Plan. This will be reported to Scrutiny and Performance Committee and then Council in September and October, respectively.

6. FURTHER CONSIDERATIONS

- 6.1 CDS provide a broad range of professional and technical knowledge, skills and expertise to support the Council to achieve its corporate objectives and deliver high quality operational services. We also deliver important front-line services, including the provision of vital advice and support in relation to welfare rights, grants, benefits and local taxes; registration, licensing and information rights services, customer contact and corporate complaints.
- 6.2 The public sector landscape remains challenging; demand for our services is increasing at a time when the Council and our communities are dealing with significant financial pressures. Escalating costs due to inflation and unprecedented increases in energy costs due to the volatility of the global energy market have presented key financial and strategic challenges for CDS and the wider Council. Putting increased energy costs alone into perspective, based on 21/22 levels, gas and electricity increased by **231% and 61%** respectively for 22/23, illustrating that the need for effective governance and internal control has never been more important or necessary.
- 6.3 During 2022/23 we also played a significant role in transitioning a new Council and new political administration following the Local Government Elections in May 2022; working closely with elected members to design and implement a new decision-making structure to better align with their identified strategic priorities.

- 6.4 The professional and technical advice and support provided by CDS are integral to the delivery of the Council's frontline services in Education & Children's Services, Communities and the Health & Social Care Partnership. We continue to work closely with our colleagues across the Council and the Partnership to protect and care for our most vulnerable people and support and promote physical and mental wellbeing. From maintaining and developing the school estate to recruiting staff to providing professional advice and support, we enable children and young people to achieve their full potential. We also help create a vibrant and inclusive economy through the negotiation, contracting and construction of significant capital investment projects such as the new Perth High School, Blairgowrie Recreation Centre, the various phases of the Cross Tay Link Road and the new Perth Museum.
- 6.5 Tackling poverty is a strategic priority of the Council. As people across Perth and Kinross are affected by the current cost of living crisis, our Revenues and Benefits team have played a direct role in mitigating the impact; supporting individuals and local businesses through the provision of expert welfare rights support and representations to maximise income, and the processing and distribution of grants and payments to support local businesses.

Statistics for 2022/23 show the teams: -

- helped local people access approximately **£6.5million** in benefits (**22% increase** on 2021/22 figures)
 - processed and paid:
 - **6539** crisis grants (**£574k**)
 - **8235** local low-income support payments (**£997k**)
 - **1321** community care grants (no final figure yet as amounts accrue)
 - **2790** discretionary housing payments (**£994k**)
 - **719** self-isolation grants (**£256k**)
 - **1029** Energy Bills Support Scheme payments (**£294k** since late 2022)
 - **44,299** cost of living payments paid to council tax accounts (**£6,644,850**)
 - **662** cost of living payments paid directly to bank accounts (**£99,300**)
- 6.6 Aligned to our corporate priority to tackle climate change and support sustainable places, Property Services have been working with teams to reduce energy consumption across the Council's property estate. A combination of good practice, effective data monitoring and energy management, energy audits and savings projects and proactive end-user engagement delivered impressive results. Figures for 2022/23 show:
- Energy consumption reduced by **6,817 MWh (12%)** compared to previous year.
 - Reduction of **1,535 tonnes (14%)** CO2 compared to previous year.
 - Annual energy costs projected in July 2022 for year 22/23 was **£6M**. Actual energy costs for 22/23 were **£5.4M (10% reduction)**.

- 6.7 As our communities' needs increase and become more complex in nature, the Council is looking to redesign and transform services. CDS are leading the consolidation and redesign of key corporate functions i.e., human resources and organisational development, finance, property, customer services, and procurement and commissioning. These projects will ensure we have the most efficient and effective models of delivery to best support the Council to deliver better outcomes for the communities that we serve, to make financial savings and to make best use of talent across our teams.
- 6.8 CDS are also key advisors and enablers for the design and implementation of the wider organisational transformation and change programme; working with frontline services to provide professional advice and support in relation to legislative requirements, workforce resource and capacity, property, digital transformation, budget and best value.
- 6.9 Customer and employee expectations are evolving rapidly and increasingly both expect a seamless experience across digital and other channels. Technology is fundamental to enhancing customer and employee experience and delivery of effective operations. It drives efficiency, improves services, empowers customers and enables data-driven decision-making. We are reviewing business systems and processes to facilitate improvements.
- 6.10 As well as building skills and capability to manage automation, we are developing fresh approaches to address the longer-term skill shortages in Scotland and the UK. A continued focus on workforce planning, upskilling, learning and culture will also ensure that we create a compassionate organisation where everyone is supported and can thrive.

7. CONCLUSION

- 7.1 Corporate & Democratic Services provides strategic management of corporate resources – people, finances, property, ICT and digital and information assets – and touches every part of the organisation through professional and technical advice and support. 2022/23 has been a year of continuous change and improvement for CDS – moving beyond the pandemic and harnessing the opportunities it presented for how we work, where we work and when we work. And responding to the increasing and changing needs of our communities as they too recover from the pandemic and deal with the cost-of-living crisis.
- 7.2 There has never been a more important time to ensure that corporate functions are working in a cohesive, integrated and effective manner and are taking a dynamic and adaptable leadership role across the organisation. The transformation projects for corporate functions will bring new models of delivery to support wider transformation and change to public services in Perth and Kinross.

Authors

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Approved

Name	Designation	Date
Karen Donaldson	Chief Operating Officer	26 May 2023

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan/Corporate Plan

- 1.1 This report supports the delivery of the Strategic Objectives within Perth and Kinross Community Plan (Local Outcomes Improvement Plan) 2017-2027 and Corporate Plan 2018-2022.

2. Resource Implications

Financial

- 2.1 There are no financial implications arising from this report.

Workforce

- 2.2 There are no workforce implications arising from this report.

Asset Management (land, property, IT)

- 2.3 There are no asset management implications arising from this report.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 This report has been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- (i) Assessed as **not relevant** for the purposes of EqIA

Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. No further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.4 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.
- 3.5 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

Legal and Governance

- 3.6 Not applicable.

Risk

- 3.7 Not applicable.

4. Consultation

Internal

- 4.1 The Corporate & Democratic Services Management Team were consulted during the preparation of this report.

External

- 4.2 Not applicable.

5. Communication

- 5.1 Not applicable.

2. BACKGROUND PAPERS

- 2.1 The background papers referred to within the report are:

- [Corporate & Democratic Services Business Management Improvement Plan 2022/23 and Annual Performance Report 2021/22](#)

3. APPENDICES

- Corporate & Democratic Services Annual Performance Report 2022/23