

**PERTH AND KINROSS COUNCIL****Strategic Policy & Resources Committee – 2 December 2015  
Scrutiny Committee – 2 December 2015****Chief Executive's Service Six Month Performance Summary 2015****Report by Depute Chief Executive (Corporate and Community Development  
Services) and Chief Operating Officer****PURPOSE OF REPORT**

This report reviews the performance of the former Chief Executive's Service against its Business Management and Improvement Plan (BMIP) for the period 1 April 2015 to 30 September 2015.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 With effect from 1 October 2015, the former Chief Executive's Service became part of the newly formed Corporate & Democratic Services. The period which this report covers (i.e. April-September 2015) relates wholly to the activities of the former Chief Executive's Service.
- 1.2 The Executive Officer Team and Themed Committees consider performance against the Service BMIPs every six months via the Service six month and annual performance reports.
- 1.3 The six month performance summary highlights those BMIP targets that are exceptional either as a result of performance exceeding the target or being unlikely to meet the target.

**2. SIX MONTH PERFORMANCE SUMMARY 2015**

- 2.1 The purpose of the six month performance summary in Appendix 1 is to review the performance of the former Chief Executive's Service during the first six months of 2015/16 against the targets approved in the 2015-2016 BMIP, approved on 17 June 2015.
- 2.2 The exceptions included in the report have been selected by service managers following consideration of all BMIP performance management information and relate to performance that is deemed to be significant. Where these exceptions are targets that have not been met, explanations and details of improvement actions to be taken are provided.
- 2.3 A full annual report with detailed progress against all targets and actions within the former Chief Executive's Service BMIP will be produced at the end of 2015/16.

### 3. CONCLUSION AND RECOMMENDATIONS

- 3.1 The six monthly monitoring of BMIP performance information by the former Chief Executive's Service Senior Management Team has identified that achievements have been made in most areas. However, one particular activity is currently exceeding target whilst there are a small number of other activities where improvement actions are required.
- 3.2 The Strategic Policy & Resources Committee is asked to consider and accept the contents of the Chief Executive's Service Six Month Performance Summary for the period from 1 April 2015 to 30 September 2015.
- 3.3 The Scrutiny Committee is asked to scrutinise the Chief Executive's Service Six Month Performance Summary for the period from 1 April 2015 to 30 September 2015.

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

### 1.1 Strategic Implications

This report supports the delivery of the following Strategic Objectives within the Community Plan / Single Outcome Agreement 2013-23 and the Council's Corporate Plan:

- i) Giving every child the best start in life*
- ii) Developing educated, responsible and informed citizens*
- iii) Promoting a prosperous, inclusive and sustainable economy*
- iv) Supporting people to lead independent, healthy and active lives*
- v) Creating a safe and sustainable place for future generations*

### 1.2 Assessments

#### Equalities Assessment

The Council's Corporate Equalities Assessment Framework requires an assessment of functions, policies, procedures or strategies in relation to race, gender and disability and other relevant equality categories. This supports the Council's legal requirements to comply with the duty to assess and consult on relevant new policies to comply with the duty to assess and consult on relevant new policies to ensure there is no adverse impact on any community group or employees.

The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment Framework and was assessed as not relevant for the purposes of Equalities Impact Assessment.

### Strategic Environmental Assessment

Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all plans, programmes and strategies, including policies (PPS).

The matters represented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and it was assessed that no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

## **1.3 Consultation**

### Internal

The former Chief Executive's Service Senior Management Team has been consulted in the development of this report.

## **2. BACKGROUND PAPERS**

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

## **3. APPENDICES**

Appendix 1: Chief Executive's Service Six Month Performance Summary 2015.

**\*Chief Executive's Service**

**Six Month Performance Summary**

**1 April 2015 to 30 September 2015**

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*With effect from 1 October 2015, the former Chief Executive's Service became part of the newly formed Corporate & Democratic Services. The period which this report covers (i.e. April-September 2015) relates wholly to the activities of the former Chief Executive's Service.*

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# Introduction by Bernadette Malone, Chief Executive

## **Welcome to the former Chief Executive's Service six monthly performance summary 1 April 2015 to 30 September 2015**

As part of the former Chief Executive's Service and, more recently, as part of the newly formed Corporate & Democratic Services, we continue to provide leadership and support to Services across the Council in order to maintain focus on delivery of outcomes that are important to our communities and to our service users.

We support Services to deliver key changes as a result of the public service reform agenda by leading on key corporate areas such as governance, understanding the legislative context, effective communication, workforce planning and financial planning. We continue to support colleagues and partners to develop the governance framework around the recently approved Integration Scheme for Health & Social Care.

This report highlights some of our key achievements over the period April to September 2015 demonstrating our continued commitment to improvement together with a strong customer focus.

## **Service Performance Summary**

### **Service Objective 1**

**Provide strategic leadership to the Council and partners to deliver the shared vision and outcomes for Perth and Kinross**

#### ***Performance Summary 2015/16***

- The report Building Ambition – A Blueprint for a 21<sup>st</sup> Century Council was approved by the Strategic Policy & Resources Committee on 17 June 2015. This report outlined the phased approach to be taken to reviewing the Council's senior management and organisational arrangements in order to build capacity to address the ongoing reform of public services and legislative changes and ensure effective succession planning. Appointments have now been made to the Director - Education & Children's Services and the new post of Head of Strategic Commissioning & Organisational Development. The other senior management arrangements changed with effect from 1 October 2015, with transitional arrangements for the transfer of ongoing projects and responsibilities. The Transformation Strategy 2015-2020 - 'Building Ambition' and new Organisational Development Framework were also approved by the Council on 1 July 2015.
- The Council's Transformation Programme was approved by Council on 1 July 2015. The Chief Executive's Service supports the delivery of the projects identified in the Programme through leadership and support from all professional disciplines. The programme includes a review of Finance functions across the council.
- The Council's Modern Apprenticeship Programme supports rebalancing the age profile of our workforce and growing our own future leaders. 89 young people were employed on the Council's Modern Apprenticeship Programme at 30 September 2015 in apprenticeships across all Council Services or with partner organisations. The programme continues to evolve as we offer apprenticeships in additional occupational areas and with more qualifications at SVQ Level 3 to ensure we develop talent to meet future workforce requirements, including hard to fill posts. This approach will directly meet the recommendations laid out in the Developing Scotland's Young Workforce report.

### **Service Objective 2**

**Ensure the Council's resources are effectively utilised and support Services and partners to transform and deliver value for money services**

#### ***Performance Summary 2015/16***

- Initial meetings of the Absence and Equalities Local Government Benchmarking Family Groups have now taken place. The focus of the initial meetings has been to identify common areas where a benchmarking approach may be appropriate. The Equalities Group has agreed an initial focus on equality impact assessments and will progress to examine the gender pay gap, gathering employee data and workforce diversity. The Absence Group has agreed to examine comparative absence data, examples



of good practice in health and wellbeing, occupational health provision, and policy provisions.

- We have continued to promote a positive and proactive approach to health and wellbeing by offering healthy working lives activities, mindfulness training, organising management training and 1:1 coaching, managing attendance, and implementing new Alcohol and Drug Use Management Arrangements. We have supported Deaf Awareness Week, Dementia Awareness as well as promoting the Carers Conference. The Winter Flu Vaccination Programme has been offered to all staff in order to protect them and service users from this condition. OHIO (Occupational Health Information Online) is being piloted in three service areas to deliver a more efficient employee referral system, which gives managers early access to occupational health advice, which in turn enables them to support employees to remain at work or return to work at the earliest stage. All of our efforts in relation to health and wellbeing are continuing to help us maximise attendance across the workforce. The Council's support for health and wellbeing has been recognised through the achievement of the Bronze Healthy Working Lives Award.

### **Service Objective 3**

**Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications**

#### ***Performance Summary 2015/16***

- In July 2015, the Council approved the Organisational Development Framework which will underpin the new Transformation Programme. Building on the success of Learn, Innovate and Grow, this framework sets out an ethos for thinking, working and future growth.
- Networks have been established for Improvement Practitioners and Leadership and Learning in order to share expertise and talent across the Council which will build capacity to support our people in developing staff and delivering transformation.
- Development work is well underway for the move in the autumn to a new Digital Learning platform which will give employees greater choice of digital learning resources.
- The new Corporate Induction - Induction Journey, is currently being piloted with new employees to measure outcomes and provide feedback prior to full implementation. Induction Journey comprises a refreshed process including a Digital Induction Guide, updated guidance for managers and updated online materials offering a welcoming and engaging experience for new employees. Streamlined processes to save time and resources for recruiting managers are being developed. Induction Journey will be available as soon as a new employee is offered a position, and prior to a new employee starting with the Council, and encompasses an introduction to the democratic process and the role of Elected Members.
- A pilot of a revised version of the Employee Review and Development scheme commenced in May (within Human Resources and Corporate

Organisational Development). This first phase is now being extended to other staff groups for further testing and refinement, with a view to full implementation in keeping with the strategic planning cycle 2016/17.

#### **Service Objective 4**

#### **Provide an enabling governance framework to support and deliver the Council's legal, financial and democratic responsibilities**

##### ***Performance Summary 2015/16***

- The Integration Joint Board has been established. Work is now progressing to develop the governance framework around this. The following key governance documents are now being prepared:-
  - ◆ Standing orders
  - ◆ Financial regulations
  - ◆ Performance framework
  - ◆ Audit protocols
  - ◆ Scrutiny framework

The governance framework has to be agreed by the Integration Joint Board and a timetable for submission of these key documents to the Board is being drawn up to ensure that a robust governance framework is in place before 31 March 2016. As these arrangements are developed, the Council's governance framework as regards performance reporting and scrutiny arrangements will require to be amended to properly reflect the relationship between the Council and the new Board. These too will require to be in place by 31 March 2016.

- The review of the Council's Corporate Charging Policy was approved by the Strategic Policy & Resources Committee on 23 September 2015.

#### **How do we compare to others?**

- Information has been submitted to CIPFA to enable the preparation of the Scottish Directors of Finance section Performance Indicators. A time series analysis for Perth & Kinross Council has been undertaken and inter authority comparisons will be complete once the national figures are available.
- The recent publication by National Records of Scotland (NRS) of their annual inspection reports on the provision of registration services across Scotland shows our accuracy levels have dropped by 0.68%. In order to compare our current processes the Registration team contacted five neighbouring local authorities to discuss how they checked the accuracy of birth, death and marriage entries. All five authorities responded and the checking processes used by all five authorities and by Perth & Kinross are very similar. However, further work will be done with other authorities to ensure we are continuing to meet best practice.

### **What are our customers saying?**

- The annual HR and Employment Services customer survey has been completed with a response rate of 46%. The results are being analysed and will be published in November.
- Of the 191 Civil Marriage feedback questionnaires issued for the period April to September 2015, 66 questionnaires (35%) were returned. 100% of those customers who took the time to respond indicated that the ceremony met with their expectations. No negative comments were made.

## Progress against Performance Indicators and Improvement Plan

Over the six months from 1 April 2015 to 30 September 2015 the former Chief Executive's Service made significant progress in delivering the services and actions identified in the Chief Executive's Service Business Management & Improvement Plan (BMIP) agreed by the Strategic Policy and Resources Committee/Scrutiny Committee on 17 June 2015.

Of the 35 key performance indicators and improvement tasks contained within the BMIP: 3% are exceeding target; 66% are on target; 8% are not on target; and 23% are not measurable at this six month point. Below is a summary of the progress against the targets within the BMIP.

Performance Indicators	Total	Exceeding Target	On Target	Not on Target	Information not Available
<b>Service Objective 1</b>					
Provide strategic leadership to the Council and partners to deliver the shared vision and outcomes for Perth and Kinross	2	0	2	0	0
<b>Service Objective 2</b>					
Ensure the Council's resources are effectively utilised and support Services and partners to transform and deliver value for money services	5	0	3	0	2
<b>Service Objective 3</b>					
Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	8	0	5	1	2
<b>Service Objective 4</b>					
Provide an enabling governance framework to support and deliver the Council's legal, financial and democratic responsibilities	8	1	2	2	3
Improvement Plan	Total	Exceeding Target	On Target	Not on Target	Information not Available
Service Objective 1	5	0	4	0	1
Service Objective 2	3	0	3	0	0
Service Objective 3	2	0	2	0	0
Service Objective 4	2	0	2	0	0
<b>Total</b>					

**Note:**

The Service performance is determined from the current performance information available and not from projected data.

The following sections provide an update on Service performance where targets have been exceeded and where the Service is not on track to meet the target in the BMIP. Where performance is currently not on target, improvement actions have been identified to ensure the Service reaches the target by March 2016.

## Performance Indicator Exceptions

### Where we are exceeding our target

Strategic Objective	Relevant Indicators (Source)	Target 15/16	Performance			Comments on performance
			13/14	14/15	15/16	
<b><u>Service Objective 4</u></b> Provide an enabling governance framework to support and deliver the Council's legal, financial and democratic responsibilities	% of FOI requests responded to within 20 days of receipt (Council wide)	95	94	96.4	96.8	The figure of 96.8% is the highest performance rate achieved for this indicator in the last 3 years.  For the period January to September 2015, 936 requests out of a total of 967 requests were responded to within 20 days of receipt.

## Where we are not on target

Strategic Objective	Relevant Indicators (Source)	Target 15/16	Performance			Comments on performance and improvement actions
			13/14	14/15	15/16	
<b><u>Service Objective 3</u></b> Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	% of registration of births, deaths, marriages and civil partnerships with no errors	99	98.2	97.6	-	<p>The annual figure for 2014 of 97.6% was published by National Records of Scotland (NRS) in August 2015 and this was reported to the Scrutiny Committee on 23 September 2015. No interim figures are yet available for the 6 months April-September 2015.</p> <p>In order to address the drop in accuracy levels a benchmarking exercise was undertaken with other local authorities to identify best practice for checking registration entries prior to submission to NRS. From this exercise it would appear that PKC is not doing anything differently from the other local authorities who participated.</p> <p>In addition, a new rota has been introduced to allow Registrars who were predominately based in local offices to spend more time in the Perth office. This means that there are more opportunities for the Senior Registrar to undertake robust checking to reduce the number of errors; to allow staff to be involved in registering events that may not occur very often in local offices e.g. reporting of possible sham marriages to the Home Office, and also to address busy periods in the Perth office. Twice-yearly assessments on various sections of the Registrar's Handbook are undertaken and these help to identify individual training needs, whilst also keeping staff up to date with the changes in legislation and procedures.</p>
<b><u>Service Objective 3</u></b> Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	% Employee Review and Development completion within the Service	90	72	79	85.5	<p>Whilst we are not yet exceeding target in respect of this indicator, it is worth reporting at this stage as the figure of 85.5% is the highest performance rate achieved for this indicator in the last 3 years.</p>

Strategic Objective	Relevant Indicators (Source)	Target 15/16	Performance			Comments on performance and improvement actions
			13/14	14/15	15/16	
<b>Service Objective 4</b> Provide an enabling governance framework to support and deliver the Council's legal, financial and democratic responsibilities	% of complaints resolved within the policy timescales <b>(Council wide)</b>	85	n/a	n/a	77.3	<p>This is a new indicator for 2015/16 and whilst at the outset it was hoped that a target of 85% could be reached, it is likely that this will not now be the case. This is attributable, in large part, to the complexity of some of the cases.</p> <p>The figure of 77.3% is made up of the following:-  <i>Stage 1 Complaints – 804 out of 1030 resolved within timescales</i>  <i>Stage 2 Complaints – 28 out of 46 resolved within timescales</i></p>

## Improvement Plan Exceptions

We continue to make good progress in delivering the Improvement Actions outlined in the Chief Executive's Service BMIP 2015/16. All Improvement Actions are currently ongoing and all are scheduled to meet their original completion deadline.

