

PERTH AND KINROSS COUNCIL
Strategic Policy and Resources Committee – 20 June 2012
Scrutiny Committee – 20 June 2012

CHIEF EXECUTIVE'S SERVICE
JOINT BUSINESS MANAGEMENT & IMPROVEMENT PLAN
AND ANNUAL PERFORMANCE REPORT

Report by the Chief Executive

ABSTRACT

This report presents the Joint Business Management and Improvement Plan 2012/15 and Annual Performance Report 2011/12 for the Chief Executive's Service.

1 RECOMMENDATIONS

- 1.1 It is recommended the Strategic Policy and Resources Committee:
- i) approves the Joint Business Management and Improvement Plan and Annual Performance Report 2012-2015 for the Chief Executive's Service.
- 1.2 It is recommended the Scrutiny Committee:
- i) scrutinises and comments as appropriate on the Joint Business Management and Improvement Plan and Annual Performance Report 2012-2015 for the Chief Executive's Service.

2 BACKGROUND

- 2.1 Service Business Management and Improvement Plans and Annual Performance Reports are a core element of the Council's Strategic Planning Framework.
- 2.2 This report presents the Chief Executive's Service Business Management and Improvement Plan (BMIP) for the period 2012-2015 and Annual Performance Report (APR) for the period 2011-2012. .
- 2.3 The Joint BMIP and APR details the Service objectives, key activities and targets for the period 2012-2015. These objectives and activities reflect as appropriate the objectives detailed in the Perth and Kinross Single Outcome Agreement, the Council's Corporate Plan and Corporate Improvement Plan and the Securing the Future Towards 2015 and Beyond Strategy.

3 JOINT BMIP AND ANNUAL PERFORMANCE REPORT 2012-2015

- 3.1 The BMIP and APR has been updated from last year to reflect both the 2011/12 performance and the key improvement actions required for the

future. The performance indicators for the Service have been reviewed. However, this has resulted in very few changed or deleted indicators from last years report although, some targets have been reassessed based on current performance.

3.2 There are four Service objectives for the Chief Executive's Service. They were reviewed with regard to the structural changes to the Chief Executive's Service during 2011-12.

3.3 The objectives are:

1. Provide strategic leadership to services and partners to deliver the shared vision and outcomes for Perth and Kinross;
2. Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services;
3. Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications; and
4. Provide an enabling governance framework to support and deliver the Council's legal, democratic and financial responsibilities.

4 CONSULTATION

4.1 The Executive Officer Team and the Chief Executive's Service Extended Management Team have been consulted in the preparation of this report.

5 RESOURCE IMPLICATIONS

5.1 The costs of the activities outlined in the Business Management and Improvement Plan will be contained within the Chief Executive's Service budgets for 2012-2015.

6 COUNCIL CORPORATE PLAN OBJECTIVES 2009-2012

6.1 The Council's Corporate Plan 2009-2012 lays out five objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:-

- (i) A Safe, Secure and Welcoming Environment
- (ii) Healthy, Caring Communities
- (iii) A Prosperous, Sustainable and Inclusive Economy
- (iv) Educated, Responsible and Informed Citizens
- (v) Confident, Active and Inclusive Communities

The Joint Business Management and Improvement Plan and Annual Performance Report supports delivery of all of the above objectives.

7. EQUALITIES IMPACT ASSESSMENT (EqIA)

- 7.1 An equality impact assessment needs to be carried out for functions, policies, procedures or strategies in relation to race, gender and disability and other relevant protected characteristics. This supports the Council's legal requirement to comply with the duty to assess and consult on relevant new and existing policies.
- 7.2 The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- i) Assessed as **not relevant** for the purposes of EqIA

8. STRATEGIC ENVIRONMENTAL ASSESSMENT

- 8.1 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS).
- 8.2 The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

9 CONCLUSION

- 9.1 The Joint Business Management and Improvement Plan and Annual Performance Report details progress against the Service's targets and improvement actions over the last year and sets out the purpose and priorities of the Service as well as the actions and improvement activities that will take these forward.

BERNADETTE MALONE
CHIEF EXECUTIVE

Note: 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.

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Council Text Phone Number 01738 442573

Chief Executive's Service

Joint Business Management &
Improvement Plan 2012/15 and
Annual Performance Report 2011/12



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Introduction

Welcome to the Chief Executive's Service Joint Business Management and Improvement Plan (BMIP) & Annual Performance Report 2012

The Chief Executive's Service plays an essential role in providing strategic leadership to Services and partners to deliver the Council's agreed priorities. This includes the role the Chief Executive has in ensuring that the organisation understands its clear direction underpinned by robust governance arrangements, effective decision-making processes and high quality professional services. This approach ensures all our employees, across the Council, are supported and engaged with effective communication processes in place. This is to support the organisation in delivering the very best for the people of Perth and Kinross.

In these very challenging times, the culture of the organisation is important particularly to ensure customer focus and high performance in all that we do. The Chief Executive's Service has an important role in developing this culture, working closely with the Executive Officer Team and Services. This ensures that we build and communicate a shared vision based around planning for the future, empowering our employees and encouraging leadership at all levels. It includes building confidence across the Council, with robust performance management and scrutiny arrangements in place to identify where things could be improved and celebrate successes where they are achieved.

Engagement with our communities and their involvement in shaping the services which are important to them is a fundamental role of the Council and the Chief Executive's Service. Through the Chief Executive, the Service ensures ongoing dialogue with the Scottish Government in terms of the agenda for public sector reform.

This BMIP and Annual Performance Report highlights some of our key achievements over the past year and sets out our future priorities. We will continue to have a strong customer focus which will be enhanced by a more systematic approach to customer feedback to help improve our practice and service delivery. We will also engage in a further programme of improvement, benchmarking and workforce development with a view to increasing effectiveness and efficiency. We will continue to develop our Service Review Programme and improve links between workforce planning and financial planning.



Bernadette Malone, Chief Executive



Jim Irons, Depute Chief Executive

Part 1 Service overview

Service objectives

1. Provide strategic leadership to services and partners to deliver the shared vision and outcomes for Perth and Kinross;
2. Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services;
3. Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications; and
4. Provide an enabling governance framework to support and deliver the Council's legal, democratic and financial responsibilities.

Who are we and what do we do?



*Hugh Mackenzie,
Head of Human
Resources*

Human Resources

We lead the implementation of Our People Strategy across the Council. We provide professional leadership on the most effective management of human resources. We provide advice and assistance to managers on all personnel matters including employee relations, workforce management, employability, pay and terms and conditions, and HR policy. We also contribute to organisational development by providing support to the Council in the transformation and improvement agenda.



*Ian Innes, Head of
Legal Services*

Legal Services

We are the Council's legal advisers. We carry out a wide range of legal work arising from the decisions and activities of the Council. This includes conveyancing, litigation, research and advice, contract work, employment matters and monitoring new legislation and case law. We are also responsible for licensing, freedom of information, data protection, information security, records management and corporate complaints. Legal Services have a particular responsibility for ensuring that the Council acts legally in an environment in which the public have ever-increasing rights of challenge in respect of the actions of public authorities. We also provide training on new law.



Gillian Taylor, Head of Democratic Services

Democratic Services

We support and manage the democratic and decision making processes of the Council and related Joint Boards and in doing so ensure the Council meets its statutory duties in that regard. We co-ordinate the delivery of elections at a local level and also act as a direct service provider in respect of the Registration of Births, Deaths, Marriages and Civil Partnerships.

We also have lead responsibility for developing and implementing the communications strategy for external/internal communications, engaging with the media and graphic design.



Stewart Mackenzie, Acting Head of Finance

Finance

We provide a diverse range of financial services in support of the Council's key objectives. This includes the development of budget strategy; the coordination and corporate monitoring of the Council's revenue and capital budgets; the payment of suppliers; income collection; banking; treasury management and insurance services; integrated payroll, staffing and recruitment services and the provision of Internal Audit. Support is provided both through centralised and specialist teams and by colleagues working directly within frontline services. The Finance Division has particular responsibility for ensuring sound financial stewardship and for supporting the Council to meet the challenge of delivering excellent services during a time of financial constraint. We also support the governance of the Council through our Internal Audit function.

Collectively the Service has a wide range of customers and partnerships both internal and external. They are listed below:

Key customers: Elected Members, Full Council, all Council committees, Community Councils, Community Planning Partners, Council Services, External Audit, the Chief Executive, the Executive Officer Team, the Corporate Management Group, Managers and Employees, Council Suppliers, Media (national and local), and the public.

Key partnerships: Scottish Government, Community Planning Partners and Trusts, Care First, Serco (Occupational Health), Skills Development Scotland, Scottish Qualifications Authority, Scottish Job Evaluation Consortium, Northgate, Tayside Fire Board, Children's Panel, TACTRAN, Tayside Police Board, Quality of Life Trust, Heritage Trust, Countryside Trust, Prison Visiting Committee, Perthshire Public Art Trust, Tayside Contracts and Tayside Valuation Joint Board.

Appendix 1 contains an organisational chart for the Chief Executive's Service.

Workforce planning

We currently comprise 234 employees undertaking a diverse range of strategic, professional and administrative roles at a budgeted cost of approximately £7.5 million in 2012/13 including employer's on costs. We are currently in the process of revising our Service Workforce Plan. It will address the following key priorities:

- We have an ageing workforce and key person dependencies. It is a priority for the Service to implement effective approaches for knowledge retention and succession planning;
- Understanding the impact of new ways of working and new technology on the workforce is a priority to support more efficient and effective working and improvement in service delivery; and
- Understanding the impact of closer working, sharing co-locations and delivering outcomes with partners is a workforce planning priority.

Contextual analysis

The Local Government Elections in May 2012 saw the election of a new Council. The Chief Executive's Service will play a lead role in supporting the new Council to articulate its policy priorities and to determine its future decision-making structure and associated governance framework.

In "Renewing Scotland's Public Services", the Scottish Government set out four pillars of reform aimed at delivering a decisive shift towards prevention, place approaches, workforce development and improving performance. Through leading and supporting a shared strategic vision for reform, the Chief Executive's Service will work with Elected Members, Community Planning Partners and Council Services in the delivery of improved outcomes for our communities.

A key role for the Chief Executive's Service in supporting the achievement of that vision will be to continue to foster meaningful working relationships at the highest level with colleagues in the Scottish Government. In order to ensure that the experience and knowledge of developments is shared, consideration will be given to establishing a group to support the work of the Executive Officer Team.

A constant feature of modern government is new legislation, whether implementing the Scottish Government's reform programme or bringing about changes in the law from Westminster or Europe. These changes will require to be monitored, assessed in terms of their implications for the Council and implemented.

All public services face unprecedented financial constraints over the coming years from reductions in funding and from increasing expectations and demand for services. The Chief Executive's Service will continue to lead and

support the Council in meeting these challenges through the effective use and development of financial and people resources and ensuring an enabling governance framework. We will also continue to identify opportunities for improvement and efficiency in the delivery of our activities through a programme of service review.

The Scottish Government's programme for public service reform includes greater integration of health and social care and will involve other changes in the deployment and use of staff as will organisational reviews within the Council to achieve greater efficiencies. Sound Human Resources advice will be critical during such periods of significant change to support our staff and managers through redesigning job roles, embedding modern ways of working, maximising productivity, raising job satisfaction and promoting well-being throughout the work force.

Effective communication is key to ensuring that the Council and its Community Planning Partners understand and are responsive to the changing needs of our communities. The Chief Executive's Service will support the Council in strengthening its approach to engaging with local citizens and communities and enhancing the Council's reputation

Risk and Performance Management

The key risks the Chief Executive's Service requires to manage are:

Service Objective	Risk	Residual Risk	
		Impact	Probability
Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services	There is a risk of failure to effectively manage the transition to a reduced level of resources (Corporate risk)	4	3
	There is a risk of the Council failing to adequately address the issues relating to equal pay claims	3	1
Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	There is a risk of failure to communicate effectively with our customers	2	2
Provide an enabling governance framework to support and deliver the Council's legal, democratic and financial responsibilities	There is a risk that the Council fails to comply with legal requirements	2	2
	There is a risk that the Council fails to provide the required level of independent assurance through the internal audit process	3	2
KEY Impact 1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Critical Probability 1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain			

The Service monitors its performance on a monthly basis. This allows us to track our progress against our targets and deadlines and to implement improvement to address levels of performance. Performance against Business Management and Improvement Plan targets and improvement actions are also reported to the Strategic Policy & Resources Committee as a six-monthly exception report and in a full Annual Performance Report.

Due to the current financial climate and the performance challenges local authorities face, benchmarking to understand how effective and efficient our services are has become even more important. The Service is committed to developing a more robust approach to benchmarking to deliver excellent value for money services, and this is reflected in the Service Improvement Plan.

In addition to the ongoing benchmarking in relation to Human Resources and Employment Services, the Service has identified Legal Services and Accountancy Services as two further areas for benchmarking activity. This will support both the planned review of Legal Services and the review of Accountancy and Exchequer (non payroll) functions to ensure we provide effective and efficient services.

Over the past year the Service has been involved in a wide range of formal and informal benchmarking. In addition, as part of our commitment to continuous improvement, the Service is a member of various professional bodies and benchmarking groups which are listed on the Council's [website](#).

Performance summary 2011/12

Objective One: Provide strategic leadership to services and partners to deliver the shared vision and outcomes for Perth and Kinross

- ❖ We have updated the Medium Term Financial Plan. It was approved by Council in December 2011, and informed the budget for 2012/13 which were approved by Council in February 2011.
- ❖ Child protection is a key function of the Council and Legal Services provides support to Education and Children's Services by drafting and presenting applications for Child Protection Orders to court. These Orders are needed to protect the most vulnerable children who are at immediate risk of significant harm. Solicitors work in close partnership with social workers and have developed an excellent understanding of the professional knowledge which underpins child protection work which has enhanced the legal support given to social workers.
- ❖ The Chief Executive leads the Executive Officer Team. Chief Officer Development sessions, Chief Executive's Business Breakfasts, Senior Manager Briefing Sessions and Securing the Future Awards scheme are aimed at enhancing clarity of direction and building confidence in the organisation to manage change.

Objective Two: Ensure the Council's resources are efficiently utilised, and support services and partners to transform and deliver value for money services

- ❖ Following the development of 'Our People Strategy 2010-2015' we have carried out a period of engagement with Services to identify current and future staffing issues during this period of service re-design and transformation. We are developing a long term programme of activity to support and develop our workforce consistent with the Council's strategic direction. Examples of recent initiatives include developing capacity in services to be proactive and positive about health and attendance which reduces sickness absence; advising managers on management reviews, restructures and redesigning services to deliver better quality services and savings and avoid redundancies as far as possible; and implementing new employee relations policies.
- ❖ We have continued to progress the roll out of MyView, the Council's integrated human resources and payroll system. Approximately 4,500 employees now have access. Managers are also now emailed reminders when sickness triggers are met and temporary employment arrangements are coming to an end. Managers can monitor sickness absence for their teams and confirm when ERDs have taken place. In addition all 1,600 employees on flexitime conditions are using Optimum, the time and attendance module. Further increased functionality will also be rolled out which will include travel and subsistence forms (which are currently being piloted in the Chief Executives Service and The Environment Service) and sickness notifications by managers.

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

- ❖ The Council's new Human Resources and Employment Services Team commenced in March 2011. Our new services have been designed to assist and support managers with the new ways of working in terms of accessing HR information and advice, the new technology available and the revised HR policies and procedures in order to support the Council's improvement agenda. We have continued to add value by further developing support and tools for managers. This has included an e-Learning module for Maximising Attendance to support managers with knowledge and understanding of this key revised policy and a guide to People Management to help clarify areas of responsibility for managers, HR support services and other key stakeholders.
- ❖ A customer feedback survey was issued to a sample of Chief Officers and managers seeking their views on the services provided by the new Human Resources and Employment Services Team. A survey was also carried out with employees within the new team which provided employees the opportunity to highlight any problems or barriers and suggest improvements. Analysis of both surveys highlighted scope for a range of improvements under the following themes: processes; systems; and

customer support. A detailed improvement plan was produced in response to the survey results and will provide an opportunity for further consultation and engagement with senior officers, line managers and employees. A follow-up survey will be carried out in June 2012.

- ❖ We have worked with Services to help deliver many campaigns and projects. Examples include: designing the online Additional Support Needs (ASN) Manual, which is recognised as sector leading and has been purchased by 13 other Local Authorities; the branding of the four community Campus Libraries which has received very positive feedback from library users, pupils and employees; and the high profile and successful City Status campaign which involved trialling the use of Facebook to raise awareness and publicity for the City Status campaign as part of the Council's social media pilot.
- ❖ We conducted a review of Inside News, the internal staff magazine, and Perth and Kinross News, the Council newspaper for residents. We are currently exploring options to collaborate with our community planning partners on Perth and Kinross News.

Objective Four: Provide an enabling governance framework to support and deliver the Council's legal, democratic and financial responsibilities

- ❖ We successfully delivered the Scottish Parliamentary Elections and UK Referendum in May 2011, the Local Government By-Election for Ward 4 – Highland in September 2011, community council elections and the Local Government Elections in May 2012.
- ❖ We successfully marked the historic occasion of the Diamond Jubilee of Queen Elizabeth II. Events included a Parade of 1,000 Pipers, a kilted run and a Big Jubilee Lunch on the North Inch, a picnic with local produce and entertainment.
- ❖ The number of applications to the Council's Local Review Body (LRB) is amongst the highest of any authority in Scotland. The number has remained consistently high since the legislation came in to effect in 2009 and has been challenging. We have worked to ensure the review applications are processed efficiently and that the decision making has been of a good standard. We are also one of very few councils in Scotland to have recruited an independent Planning Adviser. The Planning Adviser is a member of the Legal Services Division which is intended to reassure the public that the officers involved in the LRB process are separate from the officers responsible for the original determination.
- ❖ We are assisting the Perth and Kinross Children's Panel Advisory Committee to recruit nine new Children's Panel members as a result of a highly successful national campaign. Work is also underway with Children's Hearings Scotland and the Scottish Government to implement the modernisation of the Children's Hearing system.

- ❖ We are supporting the Perth and Kinross Health and Social Care Integration Transition Board and the Police and Fire Reform Transitional Pathfinder Group as they take forward key national transformation agendas.
- ❖ We have delivered a series of training and awareness sessions on Freedom of Information (FOI). The sessions gave information on the Council's process for handling requests and provided an opportunity for questions and discussion about topics of particular interest to those attending. All the sessions have been well received.

Service approach to improving for our customers, communities and stakeholders

Customer Focus

The Chief Executive's Service is committed to meeting the needs of customers both in the community and within the Council. We proactively engage with our service users, and understand and are responsive to their needs and expectations. We also understand our role in the customer service chain so that we support front-line services to deliver an effective service to their customers.

The Service has a wide range of mechanisms in place to gather customer feedback and measure satisfaction rates with both internal and external customers as well as with Elected Members.

Internal customer satisfaction questionnaires are used across the service and examples include the Human Resources and Employment Services survey, the design team survey, the annual communications team survey and the transaction surveys carried out by Legal Services. External customer satisfaction questionnaires include the survey to measure satisfaction with civil marriages/partnership ceremonies, the survey of FOI requesters and surveys of applicants attending Licensing Board meetings. The Service also surveys Elected Members to gauge their satisfaction with the level of support provided.

As well as questionnaires the Service also consults with stakeholders and uses feedback to inform improvements where appropriate. Examples include the consultation exercises with customers and stakeholders to: inform the development of the Communications Strategy; improve the Council's Modern Apprentice Scheme; and to review the approach to HR Policy and Development.

Regular engagement sessions which allow open dialogue between the Service and services users is also a key feature within the Service. For example Personnel Officers are allocated to designated services to provide assistance on employee matters, Legal Service engage with clients on a daily basis and monthly meetings are in place with the Financial Controllers based in Services.

However, the Service recognises that to enhance how we respond to customers, a more systematic and proactive approach to gaining feedback from all key stakeholders, including elected members is required. This is reflected in the Service Improvement Plan.

Key areas for improvement 2012/15

The Improvement Plan details the various actions which the Service will progress over the next year to take forward the Service's key areas of improvement. These have been identified primarily through the annual self evaluation process 'How Good is Our Council?' (HGIOC) and for 2012/13 our top improvement priorities are:

- Develop a more systematic approach to customer feedback to improve our practice and service delivery;
- Develop our approach to benchmarking activity to improve performance;
- Develop better integrated financial, workforce, corporate asset and management planning;
- Enhance our capacity to improve by nurturing and developing talent within the Chief Executive's Service;
- Develop our leadership role in supporting the public sector reform agenda, and in particular by continuing to develop positive and close working relationships with the Scottish Government;
- Develop the Council's use of social media as part of its overall communication strategy;
- Continue to improve and embed the efficiency and effectiveness of the internal audit process in the work of the Council.
- Continue our Service Review Programme which will include:
 - Review of Accountancy Functions;
 - Review of Exchequer Functions (non-payroll); and
 - Review of Legal Services.

Part 2 Joint action plan and annual performance report

Key Service Objective 1	Provide strategic leadership to services and partners to deliver the shared vision and outcomes for Perth and Kinross
National Outcome 15	Link to the Scottish Government's national outcomes
Local Outcome	The work of the Service supports the delivery of all local outcomes
Net Cost	£295,000

Policy/ Strategy Area	Action and outcome (<i>Lead responsibility</i>)	Relevant Indicators (<i>Source</i>)	Target 11/12	Performance				Comments on performance during 2011/12	Targets		
				09/10	10/11	11/12	Trend		12/13	13/14	14/15
Medium Term Financial Plan	Ensure best practice in Financial Planning (<i>Head of Finance</i>)	Update annually the Medium Term Financial Plan	-	New Indicator			-	The plan will be updated at least once annually to support the Council's strategic financial planning process. The updated plan will be submitted to the Executive Officer Team and Committee on an annual basis.	100%	100%	100%
Council HR Strategy	Workforce Planning (<i>Head of Human Resources</i>)	Update annually the Corporate Workforce Plan	-	New Indicator			-	This is an annual process to support the Council's strategic resource planning and will support the preparation of the Medium Term Financial Plan. The updated plan will be submitted to the Executive Officer Team on an annual basis.	100%	100%	100%
Organisational Development	Support elected members be providing a comprehensive induction programme and ongoing	% of elected members satisfied with induction programme	-	New Indicator			-	New action for 2012/13	100%	100%	100%

Policy/ Strategy Area	Action and outcome (<i>Lead responsibility</i>)	Relevant Indicators (<i>Source</i>)	Target 11/12	Performance				Comments on performance during 2011/12	Targets		
				09/10	10/11	11/12	Trend		12/13	13/14	14/15
	development sessions and ensuring that personal development plans are in place (<i>Head of Democratic Services</i>)	% of elected members satisfied with ongoing development sessions	-	New Indicator			-	New action for 2012/13	100%	100%	100%
		% of elected members with personal development plans in place	-	New Indicator			-	New action for 2012/13	100%	100%	100%
Equal Pay Act	Ensure the Council has an equal pay compliant pay and grading structure (<i>Head of Human Resources</i>)	% of grade bands where there is less than a +/- 3% pay differential between males and females (Council wide)	100%	93%	100%	Avail. July 2012	↑	This is an annual figure which will be available July 2012.	100%	100%	100%

Key Service Objective 2

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

National Outcome 15

Link to the Scottish Government's national outcomes

Local Outcome

The work of the Service supports the delivery of all local outcomes

Net Cost

£3,444,000

Policy/ Strategy Area	Action and outcome (<i>Lead responsibility</i>)	Relevant Indicators (<i>Source</i>)	Target 11/12	Performance				Comments on performance during 2011/12	Targets		
				09/10	10/11	11/12	Trend		12/13	13/14	14/15
Council Financial Regulations	Support all Council Services in managing and accounting for the Council's financial resources (<i>Head of Finance</i>)	% of invoices paid within 30 days(SPI)	90%	92%	89%	91.1%	↑	The target of 90% has been achieved although the number of invoices sampled is down significantly due to the removal of non vat invoices as per a change in the performance indicator definition. There is a general trend of a reduction of invoices on previous years due to consolidated invoices, minimum order values and efficiencies.	90%	90%	90%
		% of payroll payments made on time and free of notified errors	99.8%	99.8%	99.7%	99.7%	→	During Employment Services roadshows held in December and January managers were reminded of the importance of payroll deadlines.	99.8%	99.8%	99.8%
		Revenue and Capital budget reports reported to Strategic Policy and Resources Committee	-	New Indicator		100%	-	Reports are submitted on 8 weekly cycles to SP&R, however to enhance governance arrangements information is reported to EOT monthly.	100%	100%	100%
		The Council's consolidated loans fund (CLF)rate	-	New Indicator		3.7%	-	Perth & Kinross had one of the lowest CLF rate in Scotland.	4%	4%	4%

Key Service Objective 3 Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications

National Outcome 15 Link to the Scottish Government's national outcomes

Local Outcome The work of the Service supports the delivery of all local outcomes

Net Cost £1,684,000

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 11/12	Performance				Comments on performance during 2011/12	Targets		
				09/10	10/11	11/12	Trend		12/13	13/14	14/15
Communications Strategy	Manage effective corporate communication to external stakeholders (Head of Democratic Services)	% of Viewfinder panel who read all, most of or some of Perth & Kinross News	85%	–	79% (2007)	83%	↑	Despite a shift towards the use of social media, the figure remains high and the rate is favourable compared to other Councils.	85%	85%	85%
	Provide effective internal communications support to enhance services ability to manage proactive external communications (Head of Democratic Services)	% of internal customers satisfied with communications support provided	98%	98%	96%	96%	→	We will continue to survey internal customers to establish how we can provide the best service. In addition, the draft Communications Strategy recommends moving towards planned communications campaigns which can be evaluated against outcomes.	98%	98%	98%
		% of internal customers satisfied with design service	97%	97%	95%	99%	↑	The team continues to receive positive feedback.	98%	98%	98%

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 11/12	Performance				Comments on performance during 2011/12	Targets		
				09/10	10/11	11/12	Trend		12/13	13/14	14/15
Council HR Strategy	Maintain and develop the corporate framework for recruitment and selection (Head of Finance and Head of Human Resources)	Time to hire (days) from approval of vacancy to formal job offer made (Council Wide)	48 days	57	50	55.5	→	Future targets have been reviewed in recognition of a substantial increase in recruitment volumes during 2011/12. There has been a 200% year-on-year increase in the total number of posts advertised at the end of June 2011 and a 250% increase in the number of applications processed (300% increase for teaching posts). Substantial turnaround times have been and continue to be experienced with PVG (Protection of Vulnerable Groups) checks that are outwith the Council's control.	55	55	54
	Support people to get into work through Government Funded Initiatives (Head of Human Resources)	Number of trainee placements completing their Scottish Vocational Qualifications (SVQs)	-	New Indicator		85%	-	23 out of 27 trainee placements completed their Scottish Vocational Qualifications (SVQs).	85%	85%	87%
		% of modern apprentices finding sustained employment at end of placement	-	New Indicator		70%	-	19 out of 27 trainees found sustained employment at end of their placement.	75%	77%	80%

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 11/12	Performance				Comments on performance during 2011/12	Targets		
				09/10	10/11	11/12	Trend		12/13	13/14	14/15
	Lead and support Council Services to manage employee health and attendance in a positive and supportive manner (Head of Human Resources)	The average number of working days lost per employee through sickness absence for: Local Government employees/ Chief Officers / Craft employees	-	10.0	10.3	10.2	→	HR and Employment Services have been working closely with Services to analyse sickness absence trends so we can support employees to maximise their attendance and specifically target those areas where there may be problems. A Sickness Absence Improvement Plan was approved by CMG in August 2011 which identifies actions to help embed the new ways of working and sustain efforts to reduce absence. The overall trend highlights a reduction in sickness absence although there is variation between Services and teams.	10.0	9.9	9.9
		Teachers	-	8.8	7.4	7.2	↑		7.1	7.0	7.0
		Overall	-	9.7	9.5	9.4	↑		9.3	9.2	9.2
		Chief Executive's Service	7.9	8.3	8.0	7.2	↑	Work has been ongoing with managers to tackle frequent short term sickness absence and to deal with longer term sickness cases which has resulted in some employees returning to work. The overall trend highlights a reduction in sickness absence.	7.1	7.0	7.0
Council HR Strategy	Deliver proactive management practices that support staff development within the Service (All Heads of Service)	Employee Review and Development completion within the service	90%	68%	68%	69%	→	Heads of Service are given a monthly list of all the employees who have not had an ERD to allow them to discuss the list with their Service Managers and ensure that ERDs are carried out.	90%	90%	90%

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 11/12	Performance				Comments on performance during 2011/12	Targets		
				09/10	10/11	11/12	Trend		12/13	13/14	14/15
Legislation	Raise and defend legal actions on behalf of the Council to ensure that the Council's rights are protected and obligations fulfilled (Head of Legal Services)	Raise all actions within 28 days of receipt of full instructions	100%	100%	100%	100%	➔	Performance remains consistently high in this area.	100%	100%	100%

Key Service Objective 4	Provide an enabling governance framework to support and deliver the Council's legal and democratic responsibilities
National Outcome 15	Link to the Scottish Government's national outcomes
Local Outcome	The work of the Service supports the delivery of all local outcomes
Net Cost	£3,785,000

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 11/12	Performance				Comments on performance during 2011/12	Targets		
				09/10	10/11	11/12	Trend		12/13	13/14	14/15
Council Financial Regulations	Provide a comprehensive internal audit service that supports internal assurance and improvement processes (Head of Finance)	% of audits undertaken in accordance with the approved plan	100%	39%	78%	82%	↑	Internal Audit have continued to provide a risk based Internal Audit Service which supports the process for the Annual Governance Statement while working on an increasing number of investigations. They have also been successful in driving down the number of Internal Audit Actions being reported to Audit Sub-Committee due to closer working with Services and providing monthly updates to the Chief Executive and Executive Directors.	100%	100%	100%
	To support Council Services in managing and accounting for the Council's financial resources (Head of Finance)	Compliance with the Council's approved Treasury Policy Statement	100%	99%	100%	100%	→	Performance remains consistently high in this area.	100%	100%	100%
	Provide Registration of Births, Deaths, Marriages and Civil Partnerships Service including Civil	% of registrations of births, deaths, marriages and civil partnerships with no errors	97%	96%	97.2%	97.5% (Sep 11)	↑	Results are published annually for each calendar year. The final figure for 2011 will not be available until the summer of 2012.	98%	98%	98%

↑ Performance is improving → Performance is steady ↓ Performance is declining – Not applicable

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 11/12	Performance				Comments on performance during 2011/12	Targets		
				09/10	10/11	11/12	Trend		12/13	13/14	14/15
	Partnerships (Head of Democratic Services)	% of customers satisfied with civil marriages/ partnerships ceremonies outwith	100%	100%	100%	99%	➔	Feedback continues to indicate a high level of satisfaction with only 2 customers being dissatisfied – these complaints have both been addressed.	100%	100%	100%
Legislation	To process applications under the Civic Government (Scotland) Act 1982 and Anti-Social Behaviour (Scotland) Act 2004 (Head of Legal Services)	Issue Civic Licences within 6 weeks of the application	60%	49%	49%	63.8%	⬆	The licensing team have now implemented a new way of working which has had a positive impact on the performance levels for processing civic licensing applications. Processing rates will continue to be monitored and further adjustments to ways of working will be made which may further improve processing times.	63%	63%	63%
		% of Private Landlord registration applications processed	99%	98%	99%	98%	➔	There have been 914 applications approved since April 2011. PKC remains amongst the top performing Councils in terms of approval rates.	99%	99%	99%
	To manage the process of information compliance to fulfil the Council's statutory responsibilities with regard to Freedom of Information and Data Protection (Head of Legal Services)	Respond to FOI requests within 20 days of receipt	95%	94%	95%	95.5%	➔	Target achieved with 10% increase in requests received.	95%	95%	95%

⬆ Performance is improving ➔ Performance is steady ⬇ Performance is declining – Not applicable

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 11/12	Performance				Comments on performance during 2011/12	Targets		
				09/10	10/11	11/12	Trend		12/13	13/14	14/15
Legislation and the Council Complaint Policy	To manage the corporate complaints system and support Council Services to ensure that the Council's complaints policy operates effectively (Head of Legal Services)	Implement the Scottish Public Services Ombudsman's new complaints system and the recommendations of the Scrutiny Committee Report on Complaints	-	New Indicator			-	New action for 2012/13	100%	-	
Legislation	To carry out the quasi-judicial functions of the Council to fulfil its statutory responsibilities (Head of Legal Services)	Number of weeks taken to deal with licensing board applications for variation	17 weeks	New PI	14	10.9	↑	There have been 24 applications since April 2011, 23 applications were dealt with in under 17 weeks.	11 weeks	11 weeks	11 weeks

Part 3 Joint improvement plan and annual performance report

Progress on 2011/12 BMIP actions and new actions for 2012 – 2015

Key area for improvement	Link to service objective	Action and outcome (Lead responsibility)	Delivery timescales	Comments on progress made during 2011/12
Key performance outcomes	Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	Continue to improve performance levels in respect of sickness absence levels in the Chief Executives' Service (Head of Human Resources)	September 2011	Completed - Work has been ongoing to tackle frequent short term sickness absence and to deal with longer term sickness cases which has resulted in some employees returning to work. The overall trend highlights a reduction in sickness absence.
	Provide an enabling governance framework to support and deliver the Council's legal, democratic and financial responsibilities	Review operation of Civic Government Licensing (Head of Legal Services)	October 2011	In progress - The project involves reviewing all policies, licence conditions, forms, procedures and advice notes. So far progress has been made in relation to some policy areas and in relation to some application forms and guidance notes. Revised timescale - March 2013
		Improve performance levels for the % of Civic Licenses issued within 6 weeks of the application (Head of Legal Services)	September 2011	Completed - The licensing team have now implemented a new way of working which has had a positive impact on the performance levels for processing civic licensing applications. Processing rates will continue to be monitored and further adjustments to ways of working will be made which may further improve processing times.
	Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services	Develop new HR Service benchmarking / performance measures for HR and Employment Services (Head of Human Resources and Finance)	April 2012	Now part of action below - We are currently looking into benchmarking options with NHS Tayside and SOLACE.
		Further develop our approach to benchmarking activity to improve performance (All Heads of Service)	March 2013	New Action

Key area for improvement	Link to service objective	Action and outcome (Lead responsibility)	Delivery timescales	Comments on progress made during 2011/12
Impact on service users	Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services	Improve customer focus by gathering transaction based client information (Head of Legal Services)	June 2011	Incorporated with new action below - Information has been gathered and systems are in place. Feedback is now being sought and we are now considering how to further expand and improve.
		Conduct an annual survey across the Council to measure and improve internal customer satisfaction with key service areas (All Heads of Service)	March 2012	Incorporated with new action below - The initial investigation has highlighted that a single survey for all services would not give enough detailed feedback to individual teams to improve the service(s) they provide. It is therefore proposed that teams carry out their own customer satisfaction measurement to meet their needs. Where appropriate, teams will include a single common question in their measurements which can be aggregated to provide a service or division figure for internal customer satisfaction.
	Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	Develop a more systematic approach to customer feedback to improve our practice and service delivery (All Heads of Service)	March 2013	New Action
	Provide strategic leadership to services and partners to deliver the shared vision and outcomes for Perth & Kinross	Further enhance support to elected members through briefing opportunities and revision of the planned programme of elected member development sessions to ensure relevance to current and emerging priorities for elected members (Head of Democratic Services)	November 2011	Moved to Key Service Objective 1 in the Action Plan - A combined Members Services, Committee Services and Communications and Design Services questionnaire is currently being compiled for issue to elected members. To ensure continuity the questionnaire will be based on previous Service specific surveys and updated to present a consistent style of questions. The questionnaire seeks to confirm satisfaction with current levels of service and identify areas where improvements can be introduced to support the continuous development of support services to elected members.

Key area for improvement	Link to service objective	Action and outcome (Lead responsibility)	Delivery timescales	Comments on progress made during 2011/12
Impact on staff	Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	Review the corporate workforce plan (Head of Human Resources)	June 2011	Moved to Key Service Objective 1 in Action Plan - HR are supporting all Services to develop and finalise their Workforce Plans. Work to develop the Corporate Workforce Plan will commence thereafter. A progress report will be submitted to the Corporate Recourses Group and will include proposals for embedding workforce planning.
		Enhance our capacity to improve by nurturing and developing talent within the Chief Executive's Service (Head of Human Resources)	March 2013	New Action Consistent with ERDs, we will further develop employee engagement activity and identify opportunities for individual and team development
Impact on the community	Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	Develop the Council's use of social media (Head of Democratic Services)	October 2012	New Action
Delivery of key processes	Providing an enabling governance framework to support and deliver the Council's legal, democratic and financial responsibilities	Implement mitigating actions for all Service key risks (All Heads of Service)	March 2012	Completed - Risks are now being reported to SMT on a monthly basis by Service Objective. All mitigating actions will be implemented as they arise.
		Prepare International Reporting Standards compliant financial statements for year end 31 March 2011 (Head of Finance)	June 2011	Completed - Compliant unaudited Financial Statements for 2010/11 were submitted to Audit Scotland on 30 June 2011. The audited accounts were submitted to Council for approval on 28 September 2011 and then forwarded to Audit Scotland.
	Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services	Enhance mechanisms to use information relating to areas such as Corporate and Services complaints to shape service improvements (Head of Legal Services)	Awaiting Ombudsman guidance	Incorporated in the implementation of the new SPSO complaints system - The Ombudsman's model of the Complaint Handling Process will be implemented by the end of March 2013.

Key area for improvement	Link to service objective	Action and outcome (Lead responsibility)	Delivery timescales	Comments on progress made during 2011/12
		Continue to improve and embed the efficiency and effectiveness of the internal audit process in the work of the Council (Head of Finance)	March 2012	In progress - We have established improved communications with Services, increased our knowledge of the processes behind the audit actions and driven down the number of outstanding audit actions. Internal Audit are now being approached by Services with queries and for advice on potential fraud, corruption, audit reviews and actions. However, further improvement of the effectiveness of the Internal Audit function is required. Revised timescale - Ongoing
		Further develop links between workforce planning, financial planning and asset management planning (Head of Human Resources and Finance)	March 2013	In progress - The links between these areas have been strengthened through the Council's overall budget process and will be further developed through the ongoing work of the Corporate Resources Group. Revised timescale - Ongoing
		Develop and implement an Integrated Payroll/Personnel System (Head of Finance)	September 2011	In progress - HR & Payroll, MyView and Optimum is complete (all 850 managers in the Council have access) as well as the ERD completion module. We are currently piloting Travel and Subsistence with the Chief Executive's Service and The Environment Service. Next steps are Annual leave and sickness absence which will be completed in 2012/13. Revised timescale - December 2013
Policy development and planning	Provide an enabling governance framework to support and deliver the Council's legal, democratic and financial responsibilities	Revise the Local Code of Corporate Governance (Head of Legal Services)	June 2011	Completed - The Local Code of Corporate Governance has been revised.
		Increase the systematic number of EQIAs undertaken across the Service (All Heads of Service)	March 2012	Completed - An Equality Impact Assessment has been carried out for all new policies or reviewed policies within the Service. EQIAs are now carried out routinely across the Service with any new policy being considered.
		Enhance the implementation of Health and Safety legislation and expectations within the Service (All Heads of Service)	September 2011	Completed - A Service Health and Safety Committee has now been established.

Key area for improvement	Link to service objective	Action and outcome (Lead responsibility)	Delivery timescales	Comments on progress made during 2011/12
	Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	Implement new employee relations policies (Head of Human Resources)	March 2011	Completed - the new policies were launched on 1 st April 2011. Additional development work around new e-learning modules to support managers is currently being progressed.
Management and support of staff	Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	Undertake a strategic improvement review of Support Services within Chief Executive's Services (Head of Legal Services)	July 2011	Completed - The Board have concluded the review and the recommendations are being carried out by an Implementation Group.
		Carry out a review of the Employability Development Team (Head of Human Resources)	June 2011	Delayed - This will be completed following the review of the Employability Strategy. Revised timescale – August 2012
Resources	Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services	To consider the most efficient organisational structures and processes for transactional finance within the Exchequer Section, having regard to transformational projects in the Chief Executive's and other Services (Head of Finance)	April 2012	Incorporated in service review of Accountancy and Exchequer below - This action has been replaced with the review of accountancy and exchequer functions (non payroll) across the Council.
		Undertake a review of the Records Management function (Head of Legal Services)	Dependent on Modern Ways of Working programme	Now part of implementation of Public Records (Scrutiny) Act 2011 in Action Plan - The review of Records Management is planned to be undertaken on a corporate basis by the end of September 2012 as part of the Modern Ways of Working programme.
		Scope and commence the service reviews of the accountancy and exchequer functions (non-payroll) across the Council (Head of Finance)	October 2012	New Action

Key area for improvement	Link to service objective	Action and outcome (Lead responsibility)	Delivery timescales	Comments on progress made during 2011/12
		Scope and commence the service reviews of Legal Services <i>(Head of Legal Services)</i>	October 2012	New Action
	Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	Review arrangements to meet short term resourcing requirements including use of agency and supply workers <i>(Head of Human Resources)</i>	June 2011	In progress - The review has been completed and a report will be submitted to the Chief Executive's Management Team and Corporate Resources Group. Revised timescale - June 2012
Leadership	Provide strategic leadership to services and partners to deliver the shared vision and outcomes for Perth & Kinross	Develop a model for decision-making based on the Scottish Government's publication Right First Time <i>(All Heads of Service)</i>	July 2012	New Action
		Support the Executive Officer Team to share experience and knowledge of developments at Scottish Government <i>(All Heads of Service)</i>		New Action

Part 4 Changed and deleted indicators

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 11/12	Performance				Comments on performance during 2011/12	Reason for change or deletion
				09/10	10/11	11/12	Trend		
Council HR Strategy	Deliver proactive management practices that support staff development within the Service (All Heads of Service)	% of Chief Executive's Service staff who feel: any problems that could stop them giving the best customer services are dealt with	68%	63.2%	65.9%	65.2%	↑	Managers will, feedback the outcome of escalated issues to those who flagged them up. This may help to address the relatively high percentage of people who neither agree nor disagree (27%), as feedback from team meetings indicates that not knowing the outcomes can lead to uncertainty.	These indicators will be incorporated in the improvement action to develop a more systematic approach to customer feedback to improve our practice and service delivery.
		they receive regular recognition and praise	61%	59.2%	56.3%	57.1%	→	The new approach to the employee awards programme is partially in place; there may be further benefits realised when the Chief Executive's Service embeds the planned approach to recognition of employee attainment. Managers continue to look for opportunities to give meaningful recognition.	
		their development is supported and encouraged	62%	53.0%	59.2%	61.6%	↑	New learning opportunities are being rolled out corporately, including easy access online courses. In addition to the ERD process, managers should support and encourage team members to identify and take up appropriate opportunities of this kind.	

Policy/ Strategy/ Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 11/12	Performance				Comments on performance during 2011/12	Reason for change or deletion
				09/10	10/11	11/12	Trend		
Council HR Strategy	Support people to get into work through Government Funded Initiatives (Head of Human Resources)	Number of trainees completing training placements	24	New PI	27	38 (Oct 11)	↑	There has been an increase in Skills Development Scotland funded apprenticeships (Modern Apprentices).	Indicator to be changed as the nature of the Modern Apprentice Scheme has changed.
Legislation and the Council Complaint Policy	To manage the corporate complaints system and support Council Services to ensure that the Council's complaints policy operates effectively (Head of Legal Services)	% of level 2 corporate complaints responded to within 28 days or agreed date	100%	–	73%	86%	↑	Improvement in performance achieved with 11% increase in complaints received.	This indicator has been deleted and replaced with the new indicator regarding the Scottish Public Services Ombudsman new complaints system.

Further Information

A number of Team Plans which complement and expand the information provided in the Action Plan and Improvement Plan are also available. For further information on these Team Plans please contact the individuals listed below:

Service Team Plans	Contact	Telephone	Email
Democratic Services	Gillian Taylor	475135	GATaylor@pkc.gov.uk
Finance	Stewart Mackenzie	475531	SMackenzie@pkc.gov.uk
Human Resources	Hugh Mackenzie	475402	HLMackenzie@pkc.gov.uk
Legal	Ian Innes	475503	IInnes@pkc.gov.uk

For any other information in relation to the Chief Executive's Service BMIP please contact Ian Innes.

Appendix 1 Service Organisational Chart (As at 31 March 2012)

