

Service APR 2022/23

Corporate and Democratic Services



Service Annual Performance Report 2022/23

Contents	Page
Introduction	3
PART 1 - Service Annual Performance Report 2022/23	
Performance Summary	4-22
Key Performance Indicators	23-27

INTRODUCTION

Introduction

Corporate and Democratic Services (CDS) provides the broad range of professional and technical knowledge, skills, and expertise to support the Council and ensure that it does the right things, at the right time, in an open, fair and transparent way. This includes ensuring that the Council acts lawfully and ethically and that our strategic resources are managed effectively. We maintain and provide assurance that our corporate governance framework, (which includes our organisational culture, decision-making, resource management, policies, processes, systems, and internal controls), is robust and effective, and supports the Council to achieve its strategic objectives to help make life better for people across Perth and Kinross. 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 complaints.

We recognise that the environment in which we are operating is increasingly challenging; demand for services is increasing and needs are becoming more complex, at a time when both the Council and individuals face increasing financial pressures. A key priority for CDS therefore is to ensure that our financial, human, property, digital and information resources are optimised, aligned appropriately, and deliver best value; and to provide the professional and technical support to enable the Council to change and transform services to better meet the needs of our communities.

Purpose

This report provides an overview of the performance of CDS in relation to our defined priority areas for action and improvement, as set out in our Business Management and Improvement Plan 2022-23.

Our priority actions and improvements are grouped under the following headings: -

- **Getting the basics right:** supporting and providing assurance in relation to corporate governance and the Council's system of internal control, strategic resource management, compliance, and accountability
- **Developing people, skills, and capacity**
- **Exploiting digital opportunities and data insight**
- **Protecting our physical and information assets**
- **Improving our customers' experience**
- **Working smarter**

CORPORATE & DEMOCRATIC SERVICES

ANNUAL PERFORMANCE REPORT 2022/23

SUMMARY

<i>Getting the Basics Right</i>	<i>What we did</i>	<i>Impact/Learning</i>
<p>This means ensuring that we support and maintain:</p> <ul style="list-style-type: none"> ❖ effective corporate governance ❖ robust system of internal control ❖ effective strategic resource management and stewardship ❖ legal and regulatory compliance ❖ open, fair, and transparent decision-making ❖ scrutiny and accountability 	<p><u>Corporate Governance Framework</u></p> <ul style="list-style-type: none"> ➤ Assessed, evaluated, and provided assurance as to the adequacy and effectiveness of the Council's governance and control arrangements through the Annual Governance Statement. <p><u>Democratic Decision-making</u></p> <ul style="list-style-type: none"> ➤ Supported transition, election, and induction of a new Council. ➤ Developed and delivered a programme of learning and development for Councillors. ➤ Implemented a new decision-making structure. ➤ Revised the Council's Scheme of Administration. ➤ Revised the Perth and Kinross Integration Scheme for Health and Social Care. ➤ Implemented devolved decision-making pilot for the Kinross-shire area. 	<p><u>Kinross-shire Pilot</u></p> <ul style="list-style-type: none"> ➤ Awaiting independent evaluation of the Kinross-shire pilot to determine shape, scope and remit of model for devolved decision-making. ➤ Key challenge in designing a model which adds value to communities and to the decision-making process. Learning suggests that the structural model may need further development, providing an opportunity to review scope/remit/format/ membership, etc as we explore options for devolved decision-making in three further areas in 2024/25, as agreed by Council.

	<p><u>Financial Stewardship</u></p> <ul style="list-style-type: none"> ➤ Statutory accounts for 2021-22 completed to high standard with positive assessment from external auditors. ➤ Developed a new Financial Strategy and Principles to support effective decision-making. ➤ Implemented a robust programme of revenue and capital monitoring. ➤ In partnership with Senior Leadership Team and elected members, set balanced Revenue Budget for 2023-24 and Provisional Revenue Budgets for 2024-25 and 2025-26. ➤ Reviewed strategic investment decisions to set Capital Budget for 2023/24 – 2027/28 ➤ Developed Medium Term Financial Plan for 2023-2029. ➤ Developed Service Concessions Strategy to manage immediate budgetary pressures and support the Council move to new models of service delivery through the Transformation & Change Programme. ➤ Exceeded expectations in relation to in-year collection for both Council Tax and Non-Domestic Rates with collection levels in 2022-23 anticipated to be amongst the highest in Scotland. ➤ Planned and implemented significant update of core financial systems with minimal disruption to operations as a basis for improving future system functionality. 	<p><u>Budget Monitoring/Reporting</u></p> <ul style="list-style-type: none"> ➤ In response to elected member feedback, have revised format of Capital monitoring report to include summary of progress on major projects. ➤ Due to the complexity of and the level of detail in financial monitoring reports, they are viewed as “impenetrable” to the average non technically qualified reader. We will therefore review and revise the format of Revenue & Capital monitoring reports to focus more on strategic issues and exceptions reporting. <p><u>Budget Setting Process</u></p> <ul style="list-style-type: none"> ➤ Re-established forward year budgeting at a detailed level linked to the delivery of strategic priorities and the identification of the first phase of Transformation savings. Budget process, however, remains resource intensive with known limitations in respect of data analysis. ➤ It is recognised that the budget preparation process is particularly labour intensive for both officers and elected members. Consultation exercise being undertaken to identify opportunities to improve/streamline the process. This will also link into the Finance transformation workstream and through the “big conversation” we aim to develop and improve community engagement on the budget and Council approach to participatory budgeting. <p><u>Capital Investment</u></p> <ul style="list-style-type: none"> ➤ Ongoing challenges in deliverability and affordability recognised through review of elements of existing programme. ➤ Ongoing review and update of scale of financial challenge and risks.
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		<ul style="list-style-type: none"> ➤ Acknowledgement of need to strengthen asset management approach and reinvest in existing assets. ➤ New Corporate Asset Management Plan to be developed and submitted to Council in December to strengthen evidence base for Council consideration of long-term Investment Blueprint and funding strategy in setting budget in February / March 2024. ➤ Development of roadmap for future financial systems improvements together with business case for investment. <p><u>Medium Term financial planning</u></p> <ul style="list-style-type: none"> ➤ Risk /challenge is the significant reliance on non-recurring funding (common across Scottish authorities) which underlines importance of adopting a robust approach to implementing the Financial Strategy and Principles. ➤ Service concession strategy provides additional short-term funding to support Council services but requires the reconfiguration and transformation of service delivery to achieve long term financial sustainability. ➤ Improved performance - In year collection at 31 March 2023: Council Tax 97.95% (+0.78% on previous year); Non-Domestic Rates 97.91% (+3.62% on previous year). Council Tax income c £200k more than budget. Continue to review and monitor the collection levels, payment behaviour and maximise entitlement to statutory reductions.
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	<p><u>Systems of Internal control</u></p> <ul style="list-style-type: none"> ➤ Ensured implementation and provided assurance as regards the effectiveness of the organisational arrangements in place for: - <ul style="list-style-type: none"> ○ the management of risk ○ the processing of personal data ○ cyber security & resilience ○ access to public information ○ complaints handling ○ procurement compliance ➤ Secured continuing Public Sector Network accreditation. ➤ Developed and implemented policy and procedural framework for the licensing of short term lets in compliance with new statutory requirements. 	<ul style="list-style-type: none"> ➤ Continue to test, assess, review control measures in each area to maintain and provide assurance as to their effectiveness. ➤ Annual Governance Statement and specific annual reports provided assurance as to the effectiveness of the arrangements in place in relation to Corporate Complaints, Procurement, Cyber Security, Data Protection Compliance, FOI, and Registrars <p><u>Risk Management</u></p> <ul style="list-style-type: none"> ➤ The Council procured a new performance and risk management system which has provided the opportunity to review and update the risk management framework. This has highlighted the need to develop the organisational risk appetite profile to ensure that our risk management activity is aligned to the achievement of the new corporate plan objectives.
	<p><u>Records Management</u></p> <ul style="list-style-type: none"> ➤ Successfully developed a corporate electronic document management system (EDMS) as part of our compliance requirements under public records management legislation. 	<ul style="list-style-type: none"> ➤ Challenges relate to the sheer scale, diversity, and complexity of the data which the organisation holds and the multiple systems and various media in which it is held. ➤ The Council still holds several thousand storage boxes of paper files which require to be digitised/archived/destroyed in accordance with the Records Management Policy ➤ This element of a much wider organisational EDMS programme has enabled services to move from legacy shared drives and has ensured ready availability of information from any device or location where staff are working from and has helped to improve information asset management.

		<p>➤ We will build on learning from Phase 1 to further extend the work done on EDMS to Line of Business Systems (LoB). The purpose of the wider programme is not only to ensure legal compliance but also to enhance the value of our data as a corporate business asset to enable the Council to achieve its desired strategic outcomes.</p>
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<i>Developing People, Skills and Capacity</i>	<i>What we did</i>	<i>Impact/Learning</i>
<p>Continue to work proactively with all Services to enable them to make informed decisions about their workforce requirements to ensure they are fit for the future.</p>	<ul style="list-style-type: none"> ➤ Revised and updated the Workforce Management Plan. ➤ Revised Framework for Managing Workforce Changes. ➤ Vacancy & Post Management provisions refreshed to mitigate impact of budget position. 	<ul style="list-style-type: none"> ➤ Budget pressures continue to pose the greatest challenge. ➤ There are recruitment challenges in the areas of health and social care. A targeted recruitment campaign for social care role took place, the impact of which was reported to the IJB and the situation continues to be closely monitored. Competition for certain professional and technical skills makes recruitment and retention challenging. Growing our own, improved advertising and promotion of vacancies are among our approaches. ➤ Given the changing nature of Local Government work we need to ensure that we have the right skillset and behaviours within the organisation. We will look to nurture and develop talent by growing our own and refreshing the MA/Graduate arrangement. ➤ The Corporate Workforce Plan 21-23 is being refreshed to ensure that we can deliver the Corporate Plan priorities, budget decisions, improve mobility, retention and talent management and focus efforts on delivering transformation and change. ➤ Changes to the Framework for Managing Workforce Change to ensure it remained fit for purpose and provisions were affordable and support improved flexibility, adaptability and movement of staff across the Council to facilitate change and transformation. ➤ We will continue to promote and apply the vacancy and post management provisions to manage savings in years 2 and 3 of budget.

<p>Support the health and wellbeing of our employees as the organisation continues to adapt and incorporate the lessons of the pandemic to ensure the effective delivery of services to the people of Perth and Kinross.</p>	<p>➤ Efforts are made to maintain health and wellbeing across staff groups and teams, including:</p> <ul style="list-style-type: none"> ○ Promotion and delivery of H&WB content through a variety of mediums e.g., monthly newsletter/slides. ○ Employee Assistance Provision and the Access to Mental Health Support Service promoted via comms and invitation for individuals, managers and/or teams to be provided with a brief on the service and wellbeing hub. ○ A wellbeing podcast series focused on a range of related topics e.g., Drug and Alcohol, mental wellbeing. Signposting to PKC Scottish Mental Health First Aider course for men. ○ Promoted financial wellbeing hints and tips, offered courses and events and sign-posted to sources of support in payslips and via other mediums. ○ Signed up to the Menopause Workforce Pledge which the Council is actively supporting and informing employees affected by the menopause. 	<p>➤ Absence within CDS remains below the corporate and national average for local government. HR meet regularly with senior management to provide timely and proactive support when staff are absent, and to identify potential trends and hotspots.</p> <p>➤ Risks are low in most CDS work settings however we continuously review and/or refresh safe systems of work and conduct generic risk assessments to ensure that we are proactively managing health, safety and wellbeing risks.</p> <p>Corporate Absence levels – see commentary in Key Performance Indicators section</p>
<p>Engage in the Equally Safe at Work Programme (part of the Scottish Government's strategy to eradicate violence against women and girls)</p>	<p>➤ Council has signed up to the Development stage of the Equally Safe at Work programme.</p>	<p>➤ Undertaken a diversity survey to increase uptake of disclosure around disability and ethnicity. Promotion of information on Equally Safe to improve disclosure, working with unions to support and sign-post staff.</p> <p>➤ Promoted the 16 Days of Activism programme organised by The Violence Against Women Partnership.</p> <p>➤ Working group has been developed to manage actions.</p>

<i>Exploiting Digital Opportunities and Data Insight</i>	<i>What did we do</i>	<i>Impact/Learning</i>
A fresh, fit for the future Digital Strategy continues to be developed, against the backdrop of post-COVID remobilization; the maturing Perth & Kinross Offer and the emerging Transformation and Change Programme.	<ul style="list-style-type: none"> ➤ Digital Perth and Kinross - Digital Strategy 2023-2027 and Delivery Plan to 31 December 2024 approved by the Finance & Resources Committee on 1 February 2023, and published. ➤ Digital Perth & Kinross being woven into the Transformation & Change programme initiatives, including Business Systems Review workstream. ➤ Elected Member Digital Champion appointed. 	<ul style="list-style-type: none"> ➤ Strategy sets out principles and clearly articulates our ambition for delivering positive sustained digital change and better outcomes for our people and places. ➤ Need to ensure that the Strategy is visible and implemented consistently. ➤ Resource challenges: volume of work being generated by Transformation and Change / Smarter Working programmes requires to be managed concurrently with Strategy Delivery Plan.
Implement Mosaic as the Council's new social care platform working towards a potential go-live date in September/October 2023.	<ul style="list-style-type: none"> ➤ The original suppliers Project Plan was reviewed and a new "Go Live" date of Feb/Mar 2024 was agreed between the supplier and PKC. ➤ Collaborated with the supplier and established a detailed workplan to support an Agile delivery model for implementation. ➤ Collaborated with all service areas in the design and development of the new social care workflows and forms that will be available on "Go Live" within Mosaic. ➤ Commenced data migration testing from SWIFT to Mosaic to validate the accurate and safe transfer of all client data. ➤ Commenced the development of the training materials that will support the intensive training period leading up to "Go Live". 	<ul style="list-style-type: none"> ➤ The impact of the adjusted timeframe has been mitigated to ensure that the product is supported during the first year after "Go Live", and that during that post "Go Live" period we can continue to implement other key areas of the product such as the Citizen and the Provider Portals. ➤ Agile working is enabling the services, the project team and the supplier to work collaboratively in small increments to rapidly design, evaluate, and test a complex social care process to find the most appropriate and effective way of carrying out that process using all the features of Mosaic, before moving on to the next one. ➤ Working collaboratively with services has ensured that the social care processes are designed and owned by the practitioners and are user-friendly, streamlined, efficient, remove duplication and capture all the key information.

		<ul style="list-style-type: none"> ➤ Data migration testing is ensuring the ongoing and continuing support and safety of our service users on the transfer from SWIFT to Mosaic at the moment of “Go Live”. ➤ Critical to a competent and safe “Go Live” start for Mosaic, and for our service users, it is essential that all practitioners and users of Mosaic are familiarised with the product and receive training in the use of the new processes and workflows immediately prior to “Go Live”. This timing will ensure there is no “skill fade” experienced by users when they access the new Mosaic system.
Move HR and Payroll system ‘ResourceLink’ to a cloud-based solution. This is due to be migrated over the summer of 2022.	<ul style="list-style-type: none"> ➤ This was not achieved within the anticipated timeframe due to systems issues to be resolved by the supplier and is now planned for June 2023. We continue to work with the provider to ensure effective implementation. 	<ul style="list-style-type: none"> ➤ We have been testing the speed and functionality in the background and will move over to the Cloud in June 2023. This will create improved functionality within the HR and Payroll system and facilitate efficiencies.
Use data analytics to build the capacity and create the capabilities necessary for introducing new technologies.	<ul style="list-style-type: none"> ➤ Developed a Strategic Data and Analytics (D&A) Programme. ➤ Continued to progress implementation of a PKC Data and Analytics platform. ➤ Data literacy training programme launched. 	<ul style="list-style-type: none"> ➤ These tools are starting to be used effectively and delivering benefit: - <ul style="list-style-type: none"> ○ Enterprise business intelligence tools (PowerBI and ArcGIS) now implemented and being used to deliver reports/dashboards. ○ PKC data warehouse capabilities continuing to mature and corporate data platform implemented / onboarding of data in progress. ➤ Going forward the focus needs to be on: - <ul style="list-style-type: none"> ○ Governance and collaboration: continue to evolve a holistic One Council D&A environment. ○ growing awareness of available tools to accelerate adoption.

		<ul style="list-style-type: none"> ○ building capacity: grow skills and expertise / embed new operating model, aligned to appropriate roles / business need. ○ demand management: embed approach for prioritising run the business / change the business demands on finite D&A programme resources.
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<i>Protecting our Physical and Information Assets</i>	<i>What did we do</i>	<i>Impact/Learning</i>
Property Assets	<ul style="list-style-type: none"> ➤ Property Services has full statutory and planned preventative maintenance programmes in place to provide safe and compliant accommodation to staff, pupils and public across all buildings. ➤ In 22/23 maintenance arrangements in place mitigated any material unplanned loss of service due to building fabric or element failure. 	<ul style="list-style-type: none"> ➤ Property Services delivered £5m of reactive and planned maintenance activities across the estate with contractor partners including the main statutory maintenance concerning gas, fire risk assessments, electrical and asbestos systems. ➤ Given the financial pressures facing all local authorities we have developed a Test of Change project with Angus and Dundee Councils to identify potential efficiencies and improvements via collaborative procurement. ➤ In 23/24 a Property Asset Management Strategy and plan will be presented to Council for approval which will help make better informed decisions in relation to future investment.
Influence and facilitate the necessary changes in practice to enable the Council to achieve Scottish Government targets of net zero by 2045 and intermediate reduction targets.	<ul style="list-style-type: none"> ➤ The Council like other organisations and individuals faced unprecedented increases in energy costs due to the volatility of the global energy market. Putting these increased energy costs into perspective based on 21/22 levels, gas and electricity increased by 231% and 61% respectively for 22/23. ➤ To mitigate the impact of increased energy costs and continue to work towards the Scottish Government's Net Zero targets it is essential the Energy and Engineering team within Property Services: <ul style="list-style-type: none"> ○ Continue the good work undertaken in previous years. ○ Extend our commitment to increase energy efficiency measures in accordance with the PKC Climate Change Action Plan. 	<ul style="list-style-type: none"> ➤ The building level interventions included upgrades to Building Management Systems (BMS), rationalising hot water systems, installing LED lighting, and replacing inefficient heating equipment. ➤ These measures have also been undertaken alongside increased energy awareness to change behaviours throughout the estate in conjunction with building users and the Climate Change Team. ➤ All these actions have resulted in the following reductions from 21/22 levels: <ul style="list-style-type: none"> • Energy Consumption - 6000 MWh (12%) • Carbon Emissions - 1325 TCo2e (14%) • Costs - £500k (8%) ➤ As an example, some of the greatest reductions from above were achieved in one of the IIL School Campuses. Upgrading of the BMS system at this site achieved cost reductions of £60k.

		<ul style="list-style-type: none"> ➤ Capital Investment of circa £500k is planned / scheduled for 2023/24 and an additional £2m of capital funding was added into the Council budget on 1 March 2023 for decarbonisation. ➤ Staff are concurrently working up the detail behind the Climate Change Strategy Action Plan to move towards decarbonising the estate by 2045.
The focus for 2022/23 is managing the increasing demand for maintenance within available budgets. An escalation in contract costs tied to CPI (Consumer Prices Index) combined with national supply chain difficulties with materials and resource supply will also bring significant challenges.	<ul style="list-style-type: none"> ➤ Financial outturn is included in projections provided to F&R Committee. Inflationary and demand pressures have been recognised within 23/24 budgets. 	<ul style="list-style-type: none"> ➤ Management of demand levels for maintenance are reflective of the condition of the estate. These are monitored monthly and material changes reported to F&R Committee. ➤ The property consolidation transformation review should lead to a reduction in the cost of maintaining the estate. ➤ Proposals will be developed via the future Property Asset Management Strategy and Plan and will provide options for future years.
Information Assets Increase cyber security talent pool to eliminate single points of failure and increase resilience	<ul style="list-style-type: none"> ➤ Along with a member of the Records and Information Security team, a new Graduate Apprentice is undertaking a BSc in Cyber Security at Napier University alongside their operational role within the team. This is building and developing greater in-house knowledge, skills, and expertise. 	<ul style="list-style-type: none"> ➤ Given that human error/action poses the greatest risk within the organisation, the graduate apprentice role will be developed to support all areas of Information Security, but with a focus on user awareness, passwords, and threat intelligence.
Deliver Cyber tabletop exercises to increase level of cyber awareness and increase resilience	<ul style="list-style-type: none"> ➤ Given the sensitive and diverse nature of the information held within these services and interaction with other systems, to date, exercises have been undertaken within <ul style="list-style-type: none"> ○ HR ○ Legal & Governance ○ Safer Communities ○ Live Active Leisure 	<ul style="list-style-type: none"> ➤ Additional exercises are scheduled for other teams to raise awareness and increase preparedness. ➤ Externally led exercise is scheduled for senior leadership and the cyber incident response team. ➤ This ongoing programme of work will build on experience with exercises and testing being rolled out across the organisation and repeated as required.

Develop and Implement Cyber Incident Response Plan (CiRP)	<ul style="list-style-type: none"> ➤ Cyber Incident Response Plan has been developed, approved and is now being implemented. 	<ul style="list-style-type: none"> ➤ This plan has been tested through several tabletop exercises. Sessions have been very well received and are highly recommended by previous participants. Teams have commended the collaborative effort of Legal and Governance and the IT Service in delivering Cyber sessions which cover all areas not just the technical elements. ➤ Building on the tabletop exercises, the Plan will be independently tested by external parties as part of a leadership cyber exercise.
Partner with external specialists to implement a managed 24/7 Cyber Security Operations Centre (SOC).	<ul style="list-style-type: none"> ➤ Cyber Security Operations Centre (CSOC) / 24/7 external monitoring in place and operating effectively. 	<ul style="list-style-type: none"> ➤ This significantly enhances our security capacity and capabilities for early threat detection, containment, response, and remediation. Therefore, we are better equipped to manage/mitigate external risks to the accessibility and integrity of our data which is key to delivery of vital services and the achievement of the Council's aims and objectives.
Ensure that our IT infrastructure and networks protect our systems with up-to-date cybersecurity measures and have PSN (Public Service Network) accreditation.	<ul style="list-style-type: none"> ➤ Achieved annual PSN accreditation. The Council must re-accredit to the PSN annually and provide assurance that the Council network is well run and presents no onward risk to central government services. ➤ Phishing simulation tool being implemented/onboarded. ➤ Cyber Security Response Plan and Team in place. 	<ul style="list-style-type: none"> ➤ Phishing simulation exercises are resulting in greater awareness and understanding (and a recognition) that our own people pose the most likely cyber security threat to our systems and data. By continuing with a programme of training and testing we will continue to reduce that risk. ➤ To mitigate against constantly evolving cyber threats, there will always be a need to continually invest in and improve our cyber defences. Strategic plans for securing and accessing our information assets include: redesigning the Council's IT network model to deliver a fit for the future digital environment; optimising current investment in cyber defences and implementing enhanced security features.

<i>Improving our Customers' Experience</i>	<i>What did we do</i>	<i>Impact/Learning</i>
Contributed to key priorities (Child Poverty, Economic Wellbeing and Fairness and Equality)	<ul style="list-style-type: none"> ➤ Welfare Rights Team achieved Benefit Gains of £6.5m (£5.3m in 2021/22). Continued to administer and review PKC's Financial Insecurity Fund; getting £567k of assistance to those on low incomes (including assistance with priority debt) and ensuring that the scheme covers those with No Recourse to Public Funds. ➤ Created the Local Low Income Support Payment which distributed £997k to 8235 low-income households and care leavers. ➤ Completed administration of Scottish Government's Cost of Living Awards and Self Isolation Support Grants. Undertook delivery of the UK Governments two latest Energy Schemes. ➤ Augmented Scottish Welfare Fund budget which enabled better outcomes from applications for Crisis Grants ➤ Following successful inspection of Welfare Rights (August 2022), retained accreditation at the highest level in respect of benefit representation at Courts and Tribunals. 	<ul style="list-style-type: none"> ➤ Positive Customer Feedback – 100% satisfaction (Welfare Rights) ➤ Using financial assistance schemes are recognised as a highly effective gateway to encourage contacts with Welfare Rights, which enables us to maximise statutory entitlements and identify other assistance required by customers. ➤ Continue to ensure that people who need our help can be identified at the earliest opportunity; maximising use of data, ensure information we provide is clear and easily accessible to all and ensure that the public and frontline in all sectors are aware of how to contact and refer to us. ➤ This enables Welfare Rights to continue to advise and represent our customers at court and tribunal with regards to benefits at the highest standard. ➤ Continue to ensure that the necessary culture, plans, and procedures are in place and continuous improvement can be demonstrated. Also ensure that the necessary knowledge and skills can be demonstrated. This is required to meet the increasing standards for retention of accreditation.
Develop an ambitious Customer Service Strategy.	<ul style="list-style-type: none"> ➤ Webchat rolled out across all Council web pages. ➤ This commitment links to the Transformation & Change workstream on Customer Services. ➤ A new customer services strategy will optimise use of digital transformation and ensure customer insight and intelligence are used to develop and improve customer standards and services. 	<ul style="list-style-type: none"> ➤ Adding the webchat channel has had a positive impact on our customer services performance. ➤ Continue to look at ways of improving end to end digital service delivery. ➤ Reviewing all our customer channels, looking for ways to improve access to information and improve online uptake.

		<ul style="list-style-type: none"> ➤ Pullar House opened for “walk ins” in October 2022 after operating an appointment only system during the pandemic. The system for “walk ins” has been operating in tandem with the more efficient and effective appointment system also being offered to customers. ➤ Customer numbers and reasons for in-person visits at both Pullar House and 2 High Street receptions are being monitored to inform future strategy.
Continue to promote digital channels and make sure no citizen is excluded.	<ul style="list-style-type: none"> ➤ New high-volume processes designed, developed, and implemented: <ul style="list-style-type: none"> ○ General Enquiries (Redesign). ○ EAP Change of Circumstances (staffing changes) ○ Short Term Lets Licences. ○ Green Recovery Capital Grant Enhancement Package. ➤ Gold Silver and Bronze prioritisation model now being used by Digital Board to endorse priority Online Services work packages for the next period. ➤ External Digital Participation Research Report commissioned, resulting in Digital Participation Action Plan for Perth and Kinross. 	<ul style="list-style-type: none"> ➤ 122 customer facing online processes have been developed (96 of which are active). ➤ 27 internal online processes have been developed (20 of which are active). ➤ 24/7, 365 days per annum availability to our citizens, relieving the pressure on other channels (F2F and telephone) for those who do not or cannot engage with us digitally. ➤ Continue “One Council” development of the corporate mobile working and online service platforms.
Investigate opportunities for new and emerging technologies including webchat to improve service operation and design.	<ul style="list-style-type: none"> ➤ Microsoft ChatBot being piloted with HR as part of the Digital Employee Experience Programme. ➤ PKC use of Microsoft Power Apps pioneered to create / publish an “always available” Offline Working Guide for staff. 	<ul style="list-style-type: none"> ➤ Sensors being deployed across our Social Housing estate to proactively monitor property condition to better allocate resources to support tenants and avoid costly repairs. ➤ Initial HR ChatBot pilot is generating significant Service interest. Future priorities/use cases will require to be identified, to optimise value from our investment in this technology.



	<p>➤ Internet of Things (IoT) pilots under way as proof of concept for implementation of an enterprise IoT platform, which encompasses multi-disciplinary deployment of sensors linked in with corporate platforms such as Building Management, Data Warehouse and Mobile Working platform.</p>	<p>➤ Opportunities for exploring the Microsoft PowerPlatform tools in which we already invest need to be investigated to avoid investment in alternative third-party products.</p>
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<i>Working Smarter</i>	<i>What did we do</i>	<i>Impact/Learning</i>
Undertaken council wide engagement to review workspace requirements based on how we are using hybrid working to determine overall space requirements and consider the need for quiet spaces, collaboration spaces, bookable rooms with and without hybrid meeting equipment.	<ul style="list-style-type: none"> ➤ Working Smarter Project Scope approved by the Transformation & Change Board. ➤ 18 rooms available with hybrid meeting facilities (16 available in central Perth offices and two in secondary schools). 	<ul style="list-style-type: none"> ➤ Hybrid working continues to operate successfully across teams throughout PKC. ➤ Flexible Working Framework developed for hybrid and remote working. ➤ Guidance for managers and staff continues to be updated and promoted to reflect best use of how, where and when we work. ➤ A project team has been established that will deliver an action plan to take working smarter forward, reviewing, and optimising use of Perth office accommodation, and exploring options for One Public Estate. ➤ Programme for rollout of hybrid meeting equipment to other work locations across Perth and Kinross.
Work to digitise paper records for services to ensure that they are available to the right people at the right time to support effective remote and hybrid working.	<ul style="list-style-type: none"> ➤ Engaged in a large-scale operation to digitise records for a number of services. 	<ul style="list-style-type: none"> ➤ Information is more readily available and accessible and supports effective remote and hybrid working. ➤ This will contribute towards a reduction in physical storage requirements whilst improving the Council's understanding of what data it holds. ➤ This is an extensive, ongoing programme of work.
Transformation & Change – Finance Review.	<ul style="list-style-type: none"> ➤ Project scope agreed. ➤ Engagement with finance teams across the Council ➤ Reviewed current operational finance structures across the organisation to develop options to consolidate teams, review systems, streamline processes and improve efficiency. 	<ul style="list-style-type: none"> ➤ New service delivery model will be developed based on bringing all finance teams together and business partnering principles.

Transformation & Change – Redesign of Strategic Procurement and Commissioning function.	<ul style="list-style-type: none"> ➤ Extensive programme of initial engagement with internal stakeholders. ➤ Project Scope established. ➤ Data analytics work underway. ➤ Regular consultation and engagement sessions scheduled. ➤ Small scale test of change pilots underway in relation to certain supplies. 	<ul style="list-style-type: none"> ➤ Taking time to meet 1-1 with key stakeholders at the start of the project has ensured buy-in and closer collaboration across the organisation. ➤ Data is extensive and dispersed across different services but is failing to provide the necessary business intelligence to help drive savings and efficiencies. Data analysis exercise is underway to inform next steps. ➤ In response to the stakeholder engagement, a new procurement and commissioning strategy will be developed, test of change pilots will be evaluated and the development of integrated purchase to pay functionality will be further explored.
Transformation & Change- Human Resources and Organisational Development.	<ul style="list-style-type: none"> ➤ Project Scope agreed. ➤ Options appraisal developed. 	<ul style="list-style-type: none"> ➤ Engagement sessions with key stakeholders held in-person and online. Survey issued to inform the options appraisal. ➤ Systems mapping and benchmarking undertaken to inform future operating model of a consolidated HR and OD function. ➤ Further work required for Learning & Development options.
Transformation & Change – Property function consolidation.	<ul style="list-style-type: none"> ➤ Project Scope agreed. ➤ Options appraisal developed. 	<ul style="list-style-type: none"> ➤ Engagement sessions with all staff held in person in late 2022. ➤ New corporate landlord model of service delivery which brings together all property teams is being developed. ➤ Work is ongoing to develop a consolidated programme for all property activities, including general fund and Housing Revenue Account new build, to ensure corporate prioritisation and delivery resources are aligned. ➤ Corporate Property Asset Management Strategy and Plan is being drafted.

<p>Transformation & Change – Customer Services.</p>	<ul style="list-style-type: none"> ➤ Project scope agreed. ➤ High level option appraisal for Customer Services transformation developed. 	<ul style="list-style-type: none"> ➤ There is genuine cross-Council appetite to streamline, modernise and standardise our approach to customer service delivery. ➤ Engagement with our customers, businesses, and elected members. ➤ Continue to work collectively across teams to develop plans to deliver on new 2 hub model for Customer Services. ➤ Ensure digital transformation within customer services, making best use of customer data, building capacity and capability with a view to improving customer service.
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KEY PERFORMANCE INDICATORS

Financial Management					
Indicator	Performance			Target	Trend
	2020/21	2021/22	2022/23	2022/23	
Percentage of income due from council tax received by the end of the year	96.6%	97.7%	98.4%	97.5%	
Comments on performance during 2022/23 and target: Despite the significant ongoing financial challenges facing many households, the level of Council Tax collected during 2022/23 exceeded all expectations. A joined-up approach, with focus on maximising income for the Council, and also identifying customers who require assistance and providing targeted help/advice, has been key to this success. The Revenues and Benefits Service constantly review and improve its practices to ensure that they are fit for purpose and that continual improvement takes place.					
Percentage of invoices sampled that were paid within 30 days	89.7%	94.0%	93.7%	94%	
Comments on performance during 2022/23 and target: Payment performance has returned to pre covid-19 levels with the target for 2022/23 almost achieved.					
Support services as a percentage of total gross expenditure	3.8%	3.7%	TBC	3.7%	Not available
Comments on performance during 2022/23 and target: 2022/23 information not available until publication of Improvement Service data later in 2023.					

Staffing					
Indicator	Performance			Target	Trend
	2020/21	2021/22	2022/23	2022/23	
Sickness absence for employees (non teaching) – average number of days	8.3	10.9	13.0	No target – intention is to manage and mitigate absences	↓
<p>Comments on performance during 2022/23 and target:</p> <p>Sickness absence for employees (non-teaching) has increased by 2.1 days. Short term sickness has increased by 3.93%, medium term sickness has increased by 0.83% and long-term sickness has reduced by 4.83%.</p> <p>A return to pre-Covid recording methodology along with wider societal increase in ill health figures has contributed to this increase. The HR team continue to provide detailed analysis of sickness information to explore information by absence reasons, numbers of occasions and days lost. More detailed work is required to determine if there are any trends or patterns for the increase in short term sickness. The data is monitored by service managers on a regular basis.</p> <p>Learning opportunities and support continue to be offered to managers with monthly wellbeing slides shared. We are intending to promote new tools to improve accessibility of information in 23/24. A suite of guidance with signposting to support with an increased focus on financial wellbeing due to the increase in cost of living has been developed. The recent launch of a new Employee Assistance Programme and proactive wellbeing platform will also support.</p>					

Staffing					
Indicator	Performance			Target	Trend
	2020/21	2021/22	2022/23	2022/23	
Sickness absence for teachers – average number of days	4.2	7.0	8.9	No target – intention is to manage and mitigate absences	↓
<p>Comments on performance during 2022/23 and target:</p> <p>Sickness absence for teachers has increased by 1.9 days. Short term sickness has increased by 3.23% medium term sickness has reduced by 1.8% and long-term sickness by 1.43%.</p> <p>As noted above the increases are due in part to a return to pre-Covid recording methodology but also reflective of the wider societal increase in ill health figures. The HR team continue to provide detailed analysis of sickness information to explore information by absence reasons, numbers of occasions and days lost. More detailed work is required to determine if there are any trends or patterns for the increase in short term sickness. The data and commentary on trends is monitored by Head Teachers on a regular basis and regular updates on trends and hotspots shared at Headteacher meetings. Targeted action and support have been provided by HR as appropriate.</p> <p>Learning opportunities and support continue to be offered to managers with monthly wellbeing slides shared. We are intending to promote new tools to improve accessibility of information in 23/24. A suite of guidance with signposting to support with an increased focus on financial wellbeing due to the increase in cost of living has been developed. The recent launch of a new Employee Assistance Programme and proactive wellbeing platform will also support.</p>					

Staffing					
Indicator	Performance			Target	Trend
	2020/21	2021/22	2022/23	2022/23	
Gender Pay Gap	-1.2	-1.1	-2.35%	To be as close to balanced as possible	↑
Comments on performance during 2022/23 and target: The figure calculated using the average base hourly rate for males and females indicates a widening pay gap in favour of females. The median gap is sitting at 0%. We ensure a consistent application of salary on appointment and progression rules which are designed to support a fair and consistent base pay environment. The slightly increasing gap is influenced by the higher pay settlements received by colleagues in lower grades (reducing the gap between them and those in the next grade) many of whom are women in caring/pupil support roles and augmented by the increase in the proportion of women in the higher earners as noted below.					
Proportion of the highest paid 5% employees who are women	53.8%	54.0%	55.9%	No target is set	↑
Comments on performance during 2022/23 and target: There is an increase in the top 5% of earner from 226 to 229 and an increase in the total number of female staff in the top 5% up from 122 to 128. The figure continues to increase based on recent pay awards and established good recruitment practice with improved personal and career development opportunities. It may also have been influenced by increased flexibility in working hours and attendance. It does not yet reflect the overall workforce distribution between men and women (women = 73% of the workforce). Going forward the introduction of the Leadership Competency Framework and associated development activity will provide further support for staff to develop their careers and investigation into a specific mentoring/development programme for women is taking place.					

Asset Management					
Indicator	Performance			Target	Trend
	2020/21	2021/22	2022/23	2022/23	
Proportion of operational buildings that are suitable for their current use	90.9%	93.4%	96.15%	95%	↑
Comments on performance during 2022/23 and target: Additional data regarding Public Conveniences and depot sites added to scoring of suitability. Investment by Education and Children services on Perth Academy (£9m), Perth Grammar School (£5m), Letham PS (£5.3m) and Milnathort PS (£2.3m). Target for 2023/24 remains 96.15%, which is based on proposed planned investment at Riverside PS and Perth Museum, disposal of Balhousie PS and North Muirton PS but these don't have a major effect on suitability scoring.					
Percentage of internal floor area of operational buildings in satisfactory condition	85.4%	89.8%	90.75%	90%	↑
Comments on performance during 2022/23 and target: 75% of GIFA of operational buildings for Condition surveys now complete. Investment on Perth Academy (£9m), Perth Grammar School (£5m), Letham PS (£5.3m) and Milnathort PS (£2.3m). Target for 2023/24 is 91%, which is based on planned investment at Riverside PS and Perth Museum, disposal of Balhousie PS and North Muirton PS.					

Key:

Performance indicators		
(Arrow indicates whether performance has improved/declined/stayed the same)		
Improved	Declined	Stayed the Same
↑	↓	↔

