

Corporate and Democratic Services Business and Management Improvement Plan 2018-2021

Introduction

The Council, together with Community Planning Partners, has set out a clear vision for the delivery of public services which better meet the needs of the people of Perth & Kinross, tackle inequalities and deliver best value. Corporate & Democratic Services provide strategic leadership in respect of a number of key functions which support the Council in the operational delivery of the 5 strategic outcomes in the Local Outcome Improvement Plan and the Council's Corporate plan;-

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

To achieve these outcomes the Council, Services and to an extent partners and the public, need high quality professional and technical advice, expertise and support. Service Teams within Corporate & Democratic Services (C&DS) provide this, enabling the Council to make the best informed, risk based decisions to deliver our strategic outcomes and improve the lives of the people in our communities. C&DS also provides a strategic focus on our people and organisational culture, supporting our organisation and services to learn, evolve and change.

The dynamic and challenging environment in which we operate requires the Council to design and deliver public services in more innovative and cost effective ways. Our professional and technical advice and expertise are integral to the success of the Council in delivering an effective programme of transformation, either by itself or in partnership with other organisations.

Context

Against a backdrop of an ambitious national reform agenda, significant financial constraints, increasing demand for services and unprecedented levels of regulation and scrutiny, the public sector landscape within which the Council operates has become increasingly complex and challenging. In recent years we have seen radical reform in relation to adult health and social care services with the creation of statutory partnerships. The role of communities and the status of community planning partnerships have been enhanced through legislation which demands greater community engagement and empowerment. In terms of national policy, there is a drive towards the decentralisation of decision-making to locality based planning and delivery, a shift in focus from response to prevention and early intervention, and greater partnership working and collaboration.

Local authorities and other public bodies have to rethink how they do business. As a council we recognise the need to be innovative and entrepreneurial in our thinking and more accepting of risk as we move away from the traditional role of direct provider of services to that of commissioner, partner, enabler and influencer. In this context, the need for good governance has never been more crucial.

Good governance is essential to the success of any organisation, whether that be private, public or third sector. There is no particular definition of “public sector governance”. As a concept, governance is broad ranging and includes the culture, values, behaviours, rules, systems, structures (political, economic, social, environmental, legal and administrative); the policies, processes, controls and resources of an organisation. The level of success, however, is determined by how effectively these are directed and managed towards the achievement of the organisation’s defined objectives and intended outcomes; this ultimately comes down to the behaviour and actions of all our elected members and employees.

In simple terms, our governance framework can be described as the arrangements which the Council has put in place to ensure that our elected members and employees are doing the right things, at the right time, for the right people, in the right way and that we are open, honest and held to account.

Corporate & Democratic Services recognise that challenges also present opportunities. Our governance framework is not simply about conformance, compliance and risk management; it is also the key enabler of organisational change, innovation and improvement. Good governance supports the Council to make the best use of its corporate assets: its people, finance, information, property and infrastructure, to achieve its defined outcomes.

This Council recognises that our employees are at the heart of everything we do. The world of work is evolving. It is vital that we continue to prepare our workforce for the future; creating a learning ethos and a growth mind-set, developing leadership at all levels and encouraging healthy and resilient employees.

The current climate of financial constraint and austerity require exceptional financial stewardship to ensure that the Council has sufficient resources to continue to deliver high quality public services which meet the needs of our communities.

Digital technologies which are so pervasive in today’s world, present us with opportunities to radically transform the way we deliver services to our citizens and businesses. They create the potential for new organisation wide business operating models, giving citizens more choice around how they engage with us, and staff more opportunities to take services into the communities who use those services.

Partnership and collaboration with other public bodies, the private sector, the third sector and our communities present opportunities to make better and more efficient use of our respective property, infrastructure and information; to deliver services in new and innovative ways.

The priorities and needs of our communities are changing and our public services need to transform to meet those needs. Within local government, change is now a constant feature and the Council must be responsive, agile, flexible, inclusive and entrepreneurial in its approach to public service delivery. Corporate & Democratic Services are the key enablers of effective service redesign and change management; supporting the Council to adapt, innovate, collaborate and transform how we do our business to better benefit the communities that we serve.

Our role: what we do together

Corporate & Democratic Services (C&DS) collectively provide the core expertise and leadership in public policy, finance, legal, HR communications, organisational development, change management and transformation, procurement and IT to make sure the Council delivers excellent public services which drive better outcomes for the communities of Perth and Kinross. As a team we work together to:-

- support the democratic process
- ensure legal and regulatory compliance, openness, effective scrutiny and accountability in respect of the Council's decision-making and performance
- build our leadership, skills, knowledge and capacity to effectively and efficiently manage our business
- promote an organisational culture of learning, innovation, high performance and strong ethical values
- promote and enable services to improve and transform, thinking creatively about the way now and in future
- develop and maintain the Council governance framework and system of internal control to ensure that they are robust and aligned to the delivery of our strategic outcomes
- oversee the strategic management of our corporate resources being our people, finances, ICT and digital infrastructure and information assets, to achieve best value in the delivery of our public services
- facilitate and support effective engagement and communication with our communities to plan, deliver and monitor public services which are tailored to local priorities and need
- support other Services effectively in partnership and to collaborate with communities, other public sector organisations, the private and third sector to deliver best value
- make the Council accessible to its customers, promoting fairness and equalities
- develop new ways of delivering public services through better use and development of new technologies

C&DS also provide front line services to the public in respect of Registrar, Licensing, Revenues & Benefits, Welfare Rights, Welfare Fund, Complaints Handling and Information Access functions. Through the Customer Service Centre and website, we provide the first point of contact for tens of thousands of customers.

Our Functions

Corporate & Democratic Services comprise a number of different services who provide a range of professional, technical and support services which support the strategic management and operation of the Council.

Democratic Services play a key role in delivering local democracy and supporting effective decision-making and stakeholder engagement in the Council, in partnership with local communities. They deliver national, local and community council elections and referenda and support elected members in their administrative and civic roles and responsibilities. The team also provides Registrar's Service and through the corporate communications and design functions, support Services to deliver effective communication and engagement, reaching the right audiences, achieving measurable outcomes and driving positive behaviour change.

Finance provides financial planning, accountancy, treasury management and exchequer services to make sure we can deliver high quality services against a backdrop of financial constraint. The Service under the leadership of the Chief Finance Officer (a statutory post referred to as "the Section 95 Officer") ensures sound financial stewardship and accountability through the development and monitoring of the Council's revenue and capital budgets, the preparation of the Council's statutory Annual Accounts, the development and implementation of corporate financial strategies and the development and review of corporate finance policies, regulations, processes and controls.

Human Resources (HR) play a key role in attracting, retaining and developing talent to ensure we have people with the necessary skills, knowledge and experience to meet the challenges of delivering public services. The service promotes modern ways of working and facilitates service re-design and transformation involving workforce change. It promotes healthy working lives and fair work, with a positive and proactive approach to performance, attendance, health and wellbeing. It is also responsible for the integrated payroll and HR system which ensures employees are paid accurately and on time, statutory responsibilities are met and management information requirements are fulfilled.

Information Technology (IT) is the Council's strategic technology partner. It plays a crucial role in maximising opportunities for service redesign, innovation and automation through the exploitation of new and enhanced ICT / digital capabilities. On a day to day basis the Service delivers secure, responsive, cost-effective and reliable ICT (information communication and telephony) services across the organisation, to support the efficient and effective delivery of front line services.

Customer Service Centre is the main point of contact for most customer enquiries to the Council, providing customer focused support for face-to-face, telephone and e-mail enquiries and payment processing.

Revenues & Benefits manage the administration and collection of Council Tax, Non-Domestic Rates, Housing Benefit, Council Tax Reduction, Scottish Welfare Fund and Discretionary Housing Payments. It also provides a Welfare Rights Service which includes advice, training, appeals representation and professional and technical advice. It has a key role in relation to the ongoing Welfare Reform Agenda.

Legal & Governance Services provide professional legal advice and advocacy services to the Council across all functions to ensure organisational compliance with legislation and other regulatory requirements, national policy and standards. It provides assurance in respect of the effectiveness of the Council's corporate governance arrangement and in particular the system of internal control. The Service leads the Council's strategic approach to information management, security and compliance and fulfils the statutory role of Data Protection Officer. The Head of Service fulfils the statutory role of the Council's Monitoring Officer.

Internal Audit provides independent, objective assurance, and consultancy services designed to add value and improve the Council operations. It helps the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Licensing Service is responsible for issuing a wide variety of licences, permits and consents designed to safeguard the welfare in respect of alcohol, gambling, landlord registration and a wide variety of business activities regulated under the Civic Government (S) Act.

Freedom of Information /Data Protection administers monitors and reports on the Council's processes, enabling the public to exercise their rights to access information under the Freedom of Information and Data Protection legislation.

Corporate Complaints co-ordinates all investigations made in respect of complaints from the public and conducts stage 2 review investigations. Responsible for administering, monitoring and reporting on the Complaints process and for providing advice, guidance, training and support to Services to ensure a consistent and corporate approach to complaints handling across the organisation.

Culture and Community Services provides policy advice to the Council and the Community Planning Partnership on community planning, community empowerment and tackling inequalities. It includes the Stronger Communities Team which delivers adult and community learning, including Gaelic development, and community capacity building across Perth and Kinross. It supports the Community Planning Partnership Board and the Local Action Partnerships which deliver community planning priorities across localities. It oversees culture and sport policy and is responsible for the Cultural Transformation Programme and commissioning culture and sport services from Arm's Length External Organisations (ALEOS) and other funded partners.

Strategic Commissioning, Organisational Development and Transformation

support the Council's drive for innovation, creativity and improvement, leading our transformation programme and promoting leadership and direction, organisational and individual learning and growth; and equality and fairness. This team also develops and supports the Council's performance management framework, working with Services to develop and monitor business management and improvement plans and performance reports. In relation to procurement, the Council spends around £255m annually contracting for services and supplies, providing an opportunity to lead and focus on the 'social impact' achieved in the way we work with other organisations. All this activity centres on supporting positive outcomes for third party partnerships, front line services and local people.

Adult Social Work and Social Care Services provide either directly or through commissioning arrangements a wide range of social work and social care services across the area under the direction of the IJB.

The Council is a statutory partner with NHS Tayside (NHST) in respect of the health and social care functions delegated under the Public Bodies (Joint Working) (S) 2014 to Perth & Kinross Integrated Joint Board (the IJB). The IJB is responsible for the strategic planning and design of integrated health and social care services. It ensures operational delivery of these services by, in effect, commissioning each partner through statutory Directions, to deliver services in accordance with its Strategic Plan. The IJB receive assurance and oversee the implementation of the Strategic Plan through their appointed officer in his capacity as Chief Officer to the IJB.

Once directed/commissioned by the IJB, the partners are then responsible for the operational delivery of the services, with the Chief Executives of each organisation responsible and accountable for the standards, quality, compliance and performance of the operational services. The Chief Executives receive assurance and oversee operational delivery through the Chief Officer in his capacity as a Director within each organisation.

The governance relationship between the Council and the Chief Officer of the IJB is complex in respect of the duality of his role; as Chief Officer and as a Director of the Council. The roles are separate and distinct, albeit interrelated.

Similarly the Head of Adult Social Work and Social Care is in a unique and complex position as regards governance arrangements given the duality of her role;-

- as a senior manager within the Health & Social Care Partnership for the purposes of the strategic planning and the design of integrated service; and
- as a member of the Council's senior management team for the operational delivery of adult social work and social care services.

For the purpose of ensuring that there are robust and effective governance arrangements in place in respect of the Council's role as the provider of operational services, as commissioned by the IJB, the Head of Adult Social Work and Social Care sits as a member of C&DS.

Our business

In addition to delivering frontline facing services, Corporate & Democratic Services provide strategic leadership, professional, technical and administrative advice, expertise and support to elected members and officers to enable the Council to discharge its duties and deliver its strategic outcomes.

The effectiveness of the Council's governance framework is crucial to its success. Good governance relies on a number of key elements, which are interlinked and mutually supporting. The more robust each of these elements is, the more successful the Council will be in managing risk and achieving its objectives and outcomes. The key elements of good governance are:-

- **Leadership, Culture & Values**
- **Vision Direction & Purpose**
- **Stakeholder Engagement**
- **People and Organisational Development**
- **Decision Making**
- **Internal Control**
- **Scrutiny & Accountability**

Corporate & Democratic Services play a key role in ensuring that each of these elements is robust and effective, promoting continuous improvement, openness, scrutiny and accountability.

Leadership, culture & values

The roles of elected members and officers whilst co-aligned are distinct and separate and both are integral to the effective leadership of the Council. Strong professional relationships, clarity of roles and a shared commitment to act in the best interests of our communities are required to ensure strong and effective leadership. Elected members and officers must behave with integrity, demonstrate strong ethical behaviour and respect the rule of law.

What we do:-

- Support Elected Members to be effective in their leadership role and ensure high standards of conduct and behaviour
- Provide leadership and support to embed our organisational development ethos *Learn, Innovate, Grow* for thinking, working and future growth, making sure the principles are consistent with the Employee Code of Conduct
- Facilitate a culture of high performance and continuous improvement through our organisational development function
- Develop, implement, maintain and monitor our corporate arrangements for recruitment, retention and remuneration to ensure that these are fair, open and transparent
- Safeguard the Council's corporate identity, ensuring our communications reflect and reinforce our values

- Develop, implement, monitor and review the Scheme of Administration to ensure transparency about the respective roles and responsibilities of elected members and officers in setting and delivering Council objectives
- Develop, maintain, monitor and review Standing Orders to ensure that decision making by Council or Committees/Sub Committees is effective and transparent and that conduct is professional
- Deliver the Monitoring Officer function and provide legal advice to ensure that the Council acts lawfully
- Ensure a culture of good governance and compliance through our internal audit function
- Ensure proper stewardship of public funds
- Collaboratively grow digital leadership within the organisation

Our priorities

- Develop our leadership programme with officers, elected members, community planning partners and individuals, recognising that our people will be key to our ability to transform as an organisation.
- Work with and empower communities and Local Action Partnerships to implement the recommendations of *What Works Scotland*.
- Develop our digital leadership to ensure that the value of Information Technology is understood and valued as a key enabler of change and transformation.
- Promote and deliver data-driven, best-practice communications, based on sound research, using the latest technology
- Promote employment equalities and the fair work agenda as set out in the Equality and Diversity in Employment Annual Plan.

Vision, direction & purpose

For any organisation to succeed there must be clarity as to what it seeks to achieve. Outcomes need to be defined in terms of sustainable economic, social and environmental benefits. They need to be deliverable, measurable and clearly articulated to and understood by our stakeholders.

What we do:-

- Facilitate the delivery of our strategic priorities and outcomes through supporting the development and implementation of our Corporate Plan and Community Plan (Local Outcome Improvement Plan) and Business Management & Improvement Plans (BMIPs).
- Share and communicate the Council's vision and priorities to stakeholders and make sure that these are understood through our democratic process, direct work with communities and corporate and external communication.
- Supports the Council to understand the financial challenges and make robust financial decisions through long term financial and scenario planning; the development, implementation, monitoring and review the Council's medium term financial plan and programme for capital investment and treasury management.

- Provide policy advice to the Council and Community Planning Partnership Board on Public Service Reform, Community Empowerment and other national policy matters
- Deliver the Council's Digital Strategy to support our vision and strategic priorities.
- Enable the Council and our stakeholders to assess performance and evaluate improvement against local and national outcomes through our performance management, benchmarking and public reporting functions.
- Set the Council's strategic priorities for culture and sport and commission services from our Arms-Length External Organisations Live Active Leisure, Horsecross Arts and Culture Perth and Kinross which deliver these priorities.
- Develop, implement, monitor and review the Council's Annual Communications Plan, targeting resources to support Council priorities.
- Make sure outcomes, objectives and actions are deliverable within our resources through our financial and workforce management functions.

Our priorities

- Lead the continued implementation of the Council's Digital Strategy to deliver digital services to citizens and businesses.
- Review our current delivery models for culture to ensure they are aligned with our strategic priorities for strengthening the cultural tourism offer of Perth and Kinross
- Review our governance arrangements for our transformation activities to ensure that these are aligned to our key objectives, reshape service delivery and realise tangible benefits and savings.
- Ensure and evidence that our core business functions are clearly linked to the Council's plans and defined outcomes.
- Evaluate the impact of significant budget cuts on services and on services/service users to inform future planning and resourcing.
- Deliver the Council's Procurement Strategy.
- Review our contract with Live Active Leisure to ensure future sport and physical activity services are aligned to local priorities and needs
- Deliver the cultural transformation programme including City Hall, and work with Live Active Leisure to realise the redevelopment of the Perth Leisure Pool site.

Stakeholder engagement and collaboration

Good stakeholder engagement and partnership working is integral to the way that we do business. However, as we work to empower communities and promote inclusion, we need to find new ways to shift the balance from control to influence and empowerment, working alongside a range of stakeholders (public, 3rd sector, local people, private sector, academia).

Our engagement with stakeholders needs to be comprehensive and meaningful; our decision-making must be open and transparent. We need to provide feedback on the quality of our performance and be able to evaluate the impact that our decisions and actions have had in terms of outcomes of our communities.

What we do:-

- Support the democratic decision-making process making sure deliberations and decisions of Council and Committees are open and accessible to stakeholders
- Develop, support and maintain the Council's on-line presence
- Develop, implement, monitor and review the Council's digital strategy to improve accessibility and connectivity
- Support the Community Planning (CP) Partnership Board and associated CP groups, including the Local Action Partnerships
- Enable the Council and stakeholders to assess performance and evaluate improvement against local and national outcomes through our performance management, benchmarking, equalities, and public reporting functions
- Provide adult and community learning and community capacity building support across Perth and Kinross
- Provide advice and support to Community Councils and Local Action Partnerships to enable local decision making and influence
- Support engagement with internal stakeholders through the development and delivery of induction, training sessions, employee surveys and feedback sessions, senior management and service based briefings learning lunches and business breakfasts
- Facilitate the production of public performance and risk reports
- Provide corporate communications, incorporating two-way internal and external communications.
- Work with trade unions and professional associations to promote positive and effective employee relations.

Our priorities

- Support Local Action Partnerships to build community capacity, co-production and decision-making, and work to meet the national target of 1% of Council spend to be determined through Community Choices/Participatory Budgeting.
- Continue to implement participatory budgeting as a tool for local decision-making and continue to support the transfer of local assets to community ownership or management.
- Review the Scheme of Establishment for Community Councils through a public consultation process.
- Ensure that the Council implements a systematic approach and applies a consistent standard to community engagement, consultation and participation
- Facilitate greater cross-party working within the Council to develop political relationships and support members to work together effectively to make the increasingly difficult decisions required to achieve our agreed outcomes.
- Develop our employee engagement to influence positive change.
- Review of our policies and strategies to ensure compliance with legislative requirements in relation to equalities (including British Sign Language Act; Gypsy/Traveller Strategy)

Organisational development

Whilst effective leadership, structures and processes are important, the success of the Council is also dependent upon having a workforce with the right skills, motivation and mind-set to operate effectively and achieve the intended outcomes. As the organisation evolves and changes, we need to assess and develop our organisational capacity to deliver; to make sure that we have the right skills, knowledge, structures and processes in place to support new ways of thinking and working and to develop our leadership capacity and the capabilities of individuals to be effective in their roles.

What we do:-

- Lead and support workforce planning to attract, retain and develop talent, build a healthy and resilient workforce and promote fair work to deliver the Council priorities.
- Manage and develop the Modern Apprenticeship and Graduate Programmes to equip young people with skills and qualifications for work.
- Ensure elected members and officers have the appropriate financial resources to deliver their objectives and outcomes through robust financial planning and management.
- Ensure that our ICT solutions and new technologies are aligned to outcomes, support innovation and more effective and efficient ways of working and support staff and elected members to develop and enhance their digital skills
- Implement a “one Council one best way” approach to ICT to make sure it is well-governed, shared, simple and standardised
- Develop, monitor and implement programmes of training and development in accordance with our ‘*Learn, Innovate, Grow*’ philosophy
- Deliver employee engagement initiatives and events to encourage creativity and innovation, and recognise, value and celebrate our workforce
- Develop and deliver a programme of elected member training and support to ensure that they are effective in their leadership role
- Provide professional and technical advice and expertise to enable elected members to make well informed, risk based decisions.
- Facilitate and support workforce changes arising from service redesign, improvement and transformation.
- Develop, monitor, maintain and review a suite of HR policies and support management to implement these, ensuring employees are properly supported to deliver and held to account for their performance.

Our priorities

- Deliver the Corporate Workforce Plan and support Services with their workforce planning responsibilities
- Review organisational arrangements for wellbeing, attendance and performance to enhance capacity, build organisational resilience and boost productivity
- Fully implement the Job Family Framework to maximise workforce flexibility and employability opportunities
- Continue to implement the Council’s Digital Skills Programme

- Deliver a leadership and development programme for officers and elected members
- Continue to encourage and facilitate innovation through partnership and collaborative working, providing new opportunities for learning, and implementing methodologies which support new thinking and initiatives
- Develop and expand our learning programme to ensure that staff working across localities and with partner agencies has equality of opportunity and access.
- Support and develop elected members to be digitally competent and confident to enable them to move to paperless meetings.

Decision-making

The business of local government is about delivering the best possible, sustainable outcomes for people; making the best use of our resources to create the greatest beneficial impact and achieve best value.

Given the broad range of functions that we provide, our long term statutory responsibilities, the increasing and competing demands for public services and the significant strain on resources, our business is complex and challenging. We deliver our intended outcomes by providing a mix of practical, legal and regulatory interventions. Determining the right mix, however, is the key strategic challenge for the Council.

Decision makers need to assess and evaluate available options to determine which intervention(s) best align with the achievement of the defined outcomes. To do this effectively they require accurate and detailed information in relation to the options for intervention available to them, all associated risks, potential benefits and impacts, and any legal, financial and governance implications.

Our decision making must be informed, robust, transparent and able to withstand scrutiny.

What we do:-

- Support the democratic decision making process to ensure that decisions are taken in public (subject to specific legal restrictions) and ensure that agendas, reports, minutes and video recordings of proceedings are available and accessible to the public
- Provide high quality professional and technical advice and expertise to elected members and officers to support informed, risk-based decision making
- Develop, implement, monitor and review our corporate project and programme governance arrangements including the provision of advice and expertise to support the development of robust options appraisals
- Develop, implement, monitor and review our corporate business planning and budgetary control cycles to support effective decision making
- Develop, implement, monitor and review our corporate performance, risk management and equalities arrangements to ensure that decision making is informed and robust, and that our activities are transparent, robust and able to withstand effective scrutiny.

- Ensure that the Council's medium term financial plan integrates service priorities, affordability and other resource constraints and is flexible enough to respond to changes in the external environment which may arise during the budget period
- Facilitate engagement with stakeholders and support community Councils and Local Action Partnerships to identify the needs and priorities within our communities to better inform service planning and delivery
- Manage our data securely and effectively to support sound information-based decision making

Our priorities

- Review our programme and project governance arrangements to ensure that these are streamlined and aligned to the Council's corporate risk management strategy
- Strengthen our risk and evidence-based approach to decision making by ensuring that key investment and operational decisions are supported by robust business cases and full options appraisals.
- Ensure that the Council takes a consistent, comprehensive, systematic and inclusive approach to options appraisals
- Procure and implement a new IT system to ensure that we have high quality risk and performance information to support effective service planning and delivery, resource management, change management, transformation and improvement.
- Continue to support local democracy and the influence of local people in decisions about their area through implementing Locality Action Partnership Action Plans to address inequalities.
- Develop and implement our Corporate Data Management plan to enable the Council to make better use of information assets.

Internal control

Internal control is often viewed as a compliance requirement, designed to limit or prohibit certain activities, rather than an enabler of improved organisational performance. It is important to understand and appreciate that the purpose of these controls is in fact to help the Council to identify and effectively manage risk thereby enabling it to achieve its objectives and the deliver best value. Internal control and risk management are key components of an effective performance management system and crucial to the achievement of the Council's defined outcomes.

The success of the Council in achieving those outcomes will depend upon how well risk management and internal control are integrated with the other elements of our governance framework. If these are integrated effectively, the result is a cohesive system of governance that can:-

- Integrate and align processes related to objective setting, planning, policies and procedures, culture, competence, implementation, performance measurement, monitoring, continuous improvement and reporting; and
- Support the Council to move forward in a cohesive, integrated and aligned manner to improve performance while operating effectively, efficiently, ethically and legally within established limits for risk taking.

To optimise performance, the risk management system and the overall system of internal control need be periodically monitored and evaluated.

What we do:-

- Provide a comprehensive financial management service; financial planning, budgeting, monitoring, forecasting and analysis of financial information to support effective decision-making and performance management
- Develop, maintain, monitor and review the Council's financial regulations
- Develop, maintain, monitor and review the Council's risk management framework
- Provide a comprehensive legal advice and advocacy service
- Develop, maintain, monitor and review the Council's performance management framework
- Provide a comprehensive human resource and payroll service
- Develop, implement, monitor, review and report on the performance of the Council's procurement strategy
- Develop, implement, monitor, review and report on the performance of the Corporate Workforce Plan
- Develop, implement, monitor, review and report on our corporate information management and security policies, processes & procedures
- Provide a comprehensive internal audit service
- Fulfil the statutory role of Chief Financial Officer to ensure fiscal compliance and proper stewardship of public funds
- Fulfil the statutory role of Monitoring Officer to ensure legal compliance and ethical standards
- Fulfil the statutory role of Data Protection Officer to ensure personal information management and security compliance
- Develop, maintain and support the Council's ICT infrastructure
- Secure the required Public Services Network accreditation to enable the Council to operate within national compliance requirements
- Secure the required Cyber Security accreditation to enable the Council to operate within Scottish Government compliance requirements
- Secure the required compliance with Payment Card Industry Data Security Standards to enable the Council to provide card payment facilities for services
- Use industry best practice improvement frameworks to continually develop our ICT infrastructure in line with the Digital Strategy
- Provide a comprehensive communications service, ensuring resources are spent effectively by evaluating campaigns, and monitoring compliance with data protection, copyright, accessibility, defamation, political publicity and other regulations, legislation and guidance.
- Develop, maintain, monitor and review the Council's performance and equalities management frameworks

Our priorities

- Develop and maintain the Council's HR and Payroll system and prepare for procurement at the end of the current contract period

- Recognising the value of our employees, review the Council's pay and grading structure to ensure it remains sustainable, equal pay compliant and fit for purpose
- Review and revise all policies, processes and procedures in relation to the Council's processing of personal information to ensure compliance with new data protection legislation
- Develop and implement a robust process of budget, performance and risk management , monitoring and reporting in respect of the Council's operational delivery of adult social work and care services as commissioned under direction by the IJB
- Achieve Public Services Network (PSN) and Cyber Essential Plus accreditation

Scrutiny & accountability

As a public body we must implement good practices in terms of transparency, reporting and audit to ensure effective accountability to our stakeholders for our decision making and our performance.

What we do:-

- Support the democratic decision-making process to ensure that the decision-making and performance reporting is open and accessible to the public
- Provide professional advice, guidance, expertise and support to the Council's Scrutiny Committee to enable it to be effective in its role
- provide professional advice, guidance, expertise and support to the Council's Audit Committee to enable it to be effective in its role
- Provide the Council's internal audit function
- Implement, monitor, review and publicly report on the Council complaints' handling process and performance
- Implement, monitor, review and publicly report on our process and performance in respect of information access requests
- Produce the Council's Annual Performance Report and benchmarking reports enabling evaluation and scrutiny of our performance
- Produce the Council's Annual Procurement report
- Report to Council and Committee on the development and corporate monitoring of the Council's Revenue budget
- Report to Council and Committee on the development and corporate monitoring of the Council's Capital budget and Treasury Management strategy.
- Prepare, publish (online) and report to Committee on the Council's annual accounts, annual Governance Statement and Remuneration Report.
- Prepare and report to Council and Committee on the Corporate Workforce Plan, Corporate Equalities (as service provider and employer) and decisions taken under delegated authority on early retirement.
- Prepare the Council's annual report on Following The Public Pound (payments to partner third sector and voluntary organisations)
- Prepare and submit the Council's Annual Efficiency Statement

Our priorities

- Refine the scrutiny and assurance functions in respect of the performance of our ALEOs
- Develop appropriate arrangements to provide assurance and scrutiny in respect of the financial management and performance of operational Adult Social Work & Social Care Services which are delivered by the Council
- Further develop our self-evaluation processes and implement a rolling programme of focussed activity to support change and improvement across the organisation.

Partnership & collaboration

The public service reform agenda seeks to create efficiencies and better meet the needs of communities through the design and delivery of more integrated public services. Public bodies and particularly local authorities have to rethink how they do business with a greater emphasis on partnership and collaborative working with other public bodies, the private and third sector and a shift towards more localised decision-making and community empowerment. The role of the Council is moving from one of direct service provider to that of partner, commissioner, enabler or influencer. This changes the traditional risk landscape for local authorities making the governance arrangements more complex and challenging.

What we do:-

- Provide professional and technical advice, guidance and expertise in respect of procurement and strategic commissioning
- Specify, manage and monitor the contractual arrangements with our Arms' Length External Organisations
- Provide professional and technical advice and support to enable effective data processing and sharing across organisations
- Provide professional and technical advice, guidance and administrative support to facilitate the operation of the Perth & Kinross Integration Joint Board (IJB)
- Maintain, monitor, review and provide professional and technical advice and expertise to implement the Perth & Kinross Integration Scheme
- Provide internal audit support to the Integrated Joint Board
- Provide financial management, monitoring and review of Adult Social Work and Social Care operational budget, as directed from the IJB, in accordance with Scottish Government Guidance and provide internal audit support to the Integrated Joint Board
- Provide professional and technical advice to TACTRAN
- Share and join data securely and effectively across functional and organisational boundaries
- Develop, maintain and monitor use of various partner visual identities, including the Community Planning Partnership and Perth and Kinross Health and Social Care Partnership
- Provide communications and engagement expertise and support to partners, detailed in the Annual Communications Plan

- Work collaboratively with other Councils and partners to explore opportunities to share expertise, knowledge and develop new service delivery arrangements
- Lead local and national partnerships to deliver local equality initiatives, including Show Racism the Red Card, See Me In Work, Perthshire Pride, multi-cultural events programme, Safe Place Disability group and Golf Memories programme

Our priorities

- Review current arrangements in place for the delivery of the Council's cultural offer and the exercise of its duties and powers in relation to libraries and museums to ensure that these are fit for purpose and deliver best value
- Review our data sharing arrangements with external partners and other agencies to ensure that they are compliant with new data protection legislation and support effective partnership working and collaboration
- Further refine the governance arrangements in respect of the relationship between the Council as partner in respect of the IJB as a statutory partner
- Further refine the governance arrangements in respect of the relationship between the IJB and the Council as the commissioned service provider of operational adult social work and social care services
- Establish a Joint Working Agreement framework to ensure good governance in partnering arrangements which involve staff managing and/or working for those who are employed by a partner employer.
- Explore collaborative opportunities for Corporate Services as directed by the Tayside Joint Chief Executives Group.

Corporate and Democratic Services Business Management & Improvement Plan 2018-2021

Ref	Outcome	Action	Target (where appropriate)	Lead responsibility	Delivery timescale
1. Leadership, Culture and values					
1.1	Effective leadership demonstrated at all levels across the organisation, community planning partnership and local communities.	Develop our leadership programme with officers, elected members, community planning partners and local people to further support our people whom we recognise are key to our ability as an organisation to change, transform and improve.		L Cameron	During 2018 and 2019
1.2	Empowered communities supported by new ways of working across the Council and CPP	Prepare an Improvement Plan in line with recommendations from the 2018 review of local decision making commissioned from 'What Works Scotland'. Deliver the next phase of Participatory Budgeting Implement the Community Investment Fund		F Robertson	Jan 2019 April 2019 April 2020
1.3	Digital leadership demonstrated across the organisation and underpinning our transformation and improvement activities.	Develop our digital leadership to ensure that the value of Information Technology is understood and recognised as a key enabler of organisation change and transformation.		A Taylor/ G Taylor	Rolling Programme
1.4	Effective communication, openness and comprehensive engagement.	Promote and deliver data-driven, best-practice communications, based on sound research, using the latest technology.	Link to Annual Communications Plan	G Taylor	Rolling programme
1.5	A more inclusive and diverse workforce.	Promote employment equalities and the fair work agenda Plan.	Link to Equality & Diversity in Employment Plan	K Donaldson	Annual review of actions and impact

2. Vision, direction and purpose					
2.1	Increase in on-line services	Lead the continued implementation of the Council's Digital Strategy to deliver digital services to citizens and businesses.		A Taylor	Rolling programme
2.2	Social, economic and tourism outcomes from culture delivered across Perth and Kinross	Review our delivery models for culture to ensure they are aligned with our strategic priorities		F Robertson	2020/21
2.3	The Council's transformation programme is aligned to the delivery of our strategic outcomes and we can evidence and realise efficiencies, benefits and savings.	Review and refine the governance arrangements for our transformation activities to ensure that these are aligned to our key objectives, help reshape service delivery and realise tangible benefits and savings.		L Cameron/ Project Lead Officers	Dec 2018
2.4	Core business functions are aligned support the delivery of our defined outcomes.	Ensure that our service, financial, workforce, performance and risk management activities are linked into and inform our strategic and operational planning.		L Cameron	Mar 2019
2.5	Planning and resourcing decisions are informed and take into account the impact of savings pressures in terms of quality and customer experience	Evaluate the impact of further savings pressures on services and on services/service users, using Equalities compliant impact assessment tools to inform future planning and resourcing decisions.		Relevant Heads of Service	Jan 2019
2.6	Our procurement activity improves public services and delivers local economic, environmental and social benefits.	Provide the strategic leadership to support the Council to implement its Procurement Strategy.	Link to Procurement Action plan	L Cameron	3 year strategy to 2021
2.7	Local sports facilities are aligned to local priorities and needs.	Review our contract with Live Active Leisure to ensure future sport and physical activity services are aligned to local priorities and needs.	Revised contract with clear outcomes and KPIs, deliverable within contract fee.	F Robertson	April 2019

2.8	Deliver the cultural transformation programme and support LAL to deliver the Perth Leisure Pool redevelopment to achieve economic and tourism outcomes for Perth and Kinross aligned with the City Plan and Community Plan	Deliver the capital projects included in the Cultural Transformation Programme including City Hall, and work with Live Active Leisure to realise the redevelopment of the Perth Leisure Pool site.	Meet capital programme milestones for the cultural transformation programme Develop revised funding strategy for PLP site in partnership with LAL.	F Robertson	Mid 2021 Dec 2018
3. Stakeholder engagement and collaboration					
3.1	Local communities have more control over the decisions and budget spend for their area.	Respond to the National Joint Review of Local Governance, Work towards meeting the national target of 1% of Council spend to be determined through Community Choices/Participatory Budgeting (PB).	1% of allocatable Council spend determined through Community Choices/PB	F Robertson/ S MacKenzie	March 2019 March 2019/ Ongoing
3.2	A new scheme for Community Councils in place which better meets the needs of our communities.	Review the Scheme of Establishment for Community Councils through a public consultation process.		G Taylor /	2019
3.3	Our engagement with our communities is meaningful, inclusive and effective and support people to influence and shape service design and delivery.	Support the implementation of the Community Plan and Local Action Plans to address inequalities, and continue to apply consistent standard for community engagement and participation.		F Robertson	Ongoing Ongoing, with annual review of Community Plan and Local Action Plans

3.4	The political leadership can demonstrate that it acts in the public interest at all times and that the shared and collective responsibility for the delivery of the Council's key objectives and defined outcomes is understood.	Facilitate greater cross party working within the Council to develop and enhance political relationships and support elected members to work together effectively to make the decisions required to identify our priorities and deliver better outcomes.		G Taylor/ L Cameron	Rolling programme of support and devt
3.5	Service delivery is shaped and influenced by our communities.	Develop our employee engagement to support our staff to work in new and innovative ways, moving from a position of direct control to that of influence and empowerment in relation to how modern public services will be delivered.		L Cameron	By June 2019
4. People and Organisational Development (OD)					
4.1	A flexible and motivated workforce suitably skilled and equipped to work in new and innovative ways to deliver public services which better meet the emerging and future needs of our communities.	Deliver the Corporate Workforce Plan and support Services with their workforce planning responsibilities.	Link to Workforce Plan	K Donaldson/ L Cameron	By 2021 Annual Workforce Report to Council each December
4.2	The wellbeing, attendance and performance of our workforce is enhanced and improved.	Review organisational arrangements for wellbeing, attendance and performance to enhance capacity, build organisational resilience and boost productivity.		K Donaldson	March 2019
4.3	A more flexible and agile workforce with opportunities for development.	Fully implement the Job Family Framework, including associated processes, to maximise workforce flexibility and employability opportunities.	Job Families in place by March 2019	K Donaldson	By March 2020
4.4	More elected members, staff and community planning partners are digitally skilled and competent.	Continue to implement the Council's Digital Skills Programme.	Progress reported to / scrutinised by the ICT Transformation Board	A Taylor	Rolling Programme

4.5	Our learning and development programme is comprehensive, inclusive and widely accessible to staff within the organisation and those working with us across localities to deliver services.	Work with partners and other agencies to further expand our learning and development programme to encourage innovation and collaboration, to create greater opportunities for learning and to develop methodologies which support new thinking and initiatives.		L Cameron	Throughout 2019.
4.6	Council and committee meetings are a paperless environment	Support elected members to be more digitally competent and confident through training.		G Taylor/ A Taylor	By summer 2019.
5. Decision-making					
5.1	Our transformation activities deliver new and more efficient and effective ways of working which better meet the needs of our communities.	Review our programme and project governance arrangements to ensure that these are streamlined and aligned to the achievement of the Council's defined outcomes and key priorities.		L Simpson/ L Cameron	Dec 2018
5.2	Decision making is fully informed and risk based.	Strengthen our risk and evidence-based approach to decision making ensuring that key investment and operational decisions are supported by robust business cases and full options appraisals.		S MacKenzie/ L Cameron	Rolling programme in 2018/19
5.3	Decision making is fully informed and risk based.	Ensure that the Council takes a consistent, comprehensive, systematic and inclusive approach to options appraisal.		L Cameron	Ongoing
5.4	Decision making is fully informed and risk based.	Procure and implement a new IT system to ensure that we have high quality risk and performance information to inform decision making and support change and improvement.		L Cameron	Summer 2019
5.5	Decision making is fully informed and risk based.	Procure and implement new IT systems to ensure that the Council has high quality risk and performance information to support effective service planning and delivery, resource management, change, transformation and improvement.		L Cameron	May 2019

5.6	Elected Members have the right information to make sound and sustainable financial decisions.	Review and update the Council's Medium Term Financial Plan and put in place arrangements to support Council Services and Elected Members in developing sustainable Revenue and Capital budgets.		S MacKenzie/ EOT/CMG	Sept 2018 Feb 2019
6. Internal control					
6.1	Effective and efficient HR and Payroll system and strategy agreed for future arrangements.	Develop and maintain the Council's HR and Payroll system and ensure that appropriate procurement arrangements are in place to maintain business continuity once current contract period ends.		K Donaldson	By 2020/21
6.2	The Council's pay and grading structure remains equal pay compliant and fit for purpose.	Review the Council's pay and grading structure.		K Donaldson	By 2019/20
6.3	The Council is compliant with the provisions of the General Data Protection Regulation and the new Data Protection legislation	Review and revise all policies, processes and procedures in relation to the Council's processing of personal information.		L Simpson	Summer 2019
6.4	Our governance arrangements are effective and provide assurance and transparency in respect of internal controls around the operational delivery of adult care and adult social work services	Develop and implement a robust process of budget, performance and risk management, monitoring and reporting in respect of the Council's operational delivery of adult social work and care services as commissioned under direction by the IJB.		S MacKenzie/ L Simpson/ R Packham/ D Fraser	March 2019
6.5	Network is public service compliant and secure and cyber security arrangements are robust and effective.	Achieve Public Services Network (PSN) and Cyber Essential Plus accreditation		L Simpson	December 2019
6.6	The Council has in place a strong system of financial management.	Develop the finance Intelligent client model with Service Management Teams and review after the first 12 months of operation.		S MacKenzie	September 2019
6.7	The Council has in place a strong system of financial management.	Review the Council's Financial Regulations.		S MacKenzie	January 2019

7. Scrutiny and accountability					
7.1	ALEOs are subject to effective scrutiny and will be functioning appropriately.	Continue to refine the scrutiny and assurance functions of ALEOs.		F Robertson	Ongoing
7.2	The Council implements good practices in transparency, reporting and audit to deliver effective accountability.	Develop appropriate arrangements to provide assurance and scrutiny in respect of the financial management and performance of operational Adult Social Work & Social Care Services which are delivered by the Council.		S MacKenzie/ L Simpson/ R Packham / D Fraser	March 2019
7.3	The Council implements good practices in transparency, reporting and audit to deliver effective accountability.	Further develop and refine our self-evaluation processes and undertake a rolling programme of focussed activity to support change and improvement across the organisation.		L Cameron	May 2019
8. Partnership and collaboration					
8.1	The delivery models for culture are reviewed to ensure they are fit for purpose and deliver best value.	Review current delivery models for culture and make recommendations for improvement.		F Robertson	November 2018
8.2	Our partnership arrangements operate effectively and deliver better outcomes for the people of Perth & Kinross.	Review our data sharing arrangements with external partners and other agencies to ensure that they are legally compliant and support effective partnership working and collaboration.		L Simpson/ CMG	Rolling programme 2019/20
8.3	Our Health and Social Care Partnership is effective in delivering better outcomes for the people of Perth & Kinross.	Further refine the governance arrangements in respect of the Council's relationship with the IJB as a statutory partner.		L Simpson/ R Packham/ D Fraser/	Rolling Programme 2019/20
8.4	Our Health and Social Care Partnership is effective in delivering better outcomes for the people of Perth & Kinross.	Further refine the governance arrangements in respect of the relationship between the Council and the IJB as the commissioned service provider of operational adult social work and social care services.		L Simpson/ R Packham D Fraser/	Rolling Programme 2019/20

8.5	Our partnership arrangements operate effectively and deliver better outcomes for the people of Perth & Kinross.	Establish a Joint Working Agreement framework to ensure good governance in partnering arrangements which involve staff managing and/or working for those who are employed by a partner employer.	Health & Social Care Partnership – Jan 2019	K Donaldson/ L Simpson	Dec 2018
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