

# Corporate & Democratic Services

## BMIP 2021/22



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# Foreword

Welcome to the 2021-2022 Business Management and Improvement Plan for Corporate & Democratic Services (CDS).

This Plan sets out how the Service will support delivery of the Council's corporate objectives and priority outcomes; our focus on enabling change and transformation, especially through the Perth and Kinross Offer; and our commitment to continue to deliver high quality services.

This plan should be read alongside the Annual Performance Report (APR) for 2020/21, in what can only be described as an exceptional year in terms of the challenges we have faced. The APR and other Service BMIPs also capture the contribution made by CDS who work collaboratively with all service areas – by enabling, supporting and delivering services to the people of Perth and Kinross.

Our efforts over the last year have been dominated by our response to the global pandemic. Teams across CDS have shown outstanding commitment, compassion, resilience, and creativity to channel their skills, knowledge and abilities to help the most vulnerable in our communities, to support businesses and to keep the organisation functioning. Many have taken on new roles and responsibilities, which frequently involved working more closely with communities. We have adapted to working from home, learning new digital skills and adapting our work practices to ensure the health and safety of everyone. We have established new services with partners, such as Community Vaccination Centres and a Food Hub. We have ensured elected members were able to maintain democratic oversight and decision-making which is at the heart of local government.

On behalf of the CDS Management Team, I wish to record our sincere thanks and appreciation for the outstanding efforts by **all** CDS staff who, along with colleagues and partners, have 'gone above and beyond' in our response to the public health crisis. Our response to support the people, communities and businesses of Perth and Kinross throughout the pandemic is one we are all proud of and demonstrates that our people really make the difference.

We will take our learning from the pandemic to influence and shape how CDS will enable and support the Council in future. This Plan sets out our priority themes for the forthcoming period, with the aim of working together to ensure that everyone in Perth and Kinross can live life well.

## Karen A Donaldson

Chief Operating Officer



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# Corporate and Democratic Services

## Vision:

We support the Vision of the Community Planning Partnership, for our area:

***Creating a confident, ambitious, and fairer Perth and Kinross, for all who live and work here.***

This Plan aims to translate this vision into an agenda for CDS to deliver positive outcomes for our citizens and communities.

## Strategic Objectives:

The Council's five strategic objectives, outlined in the Corporate Plan, inform decisions about policy direction and budget spending:

- 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.

**CDS connect and collaborate with Services, Partners and Communities as enablers for the Perth & Kinross Offer and delivery of the Council's strategic objectives:**



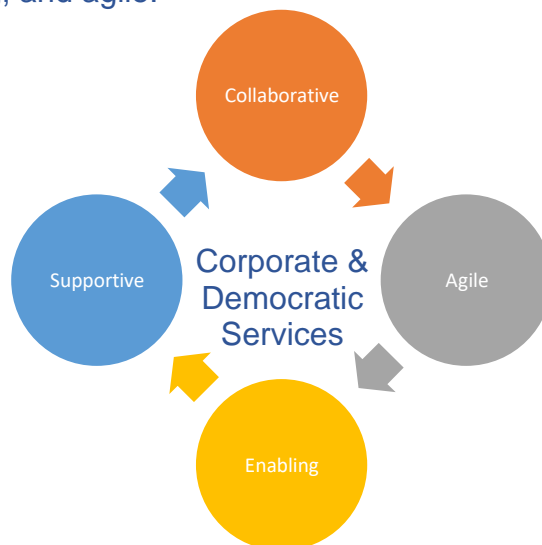
Our Service priorities support delivery of the corporate objectives and are enablers for the Perth and Kinross Offer. Corporate & Democratic Service's plans, programmes, and projects reflect a collaborative and integrated approach to all areas of our work.

**Values:**

Our values drive our behaviours and actions in all that we do. These are **Ambition**, **Compassion**, and **Integrity**. Our staff are also expected to demonstrate strong ethical behaviour, respecting the rule of law and the appropriate codes of conduct.

Our Service includes several professional disciplines, each subject to its own governing body and professional standards. We provide support for continuing professional development and learning for all to maintain and develop skills and knowledge to enable us to continue to provide the best possible advice and support.

Our approach to working with our customers and stakeholders is to be collaborative, supportive, enabling, and agile.



We want every member of CDS to fulfil their respective professional roles to the best of their ability and take ownership in leading, piloting innovative ideas, learning from others, and improving outcomes for communities and citizens.

Collaboration with other functions is essential in the delivery of this plan. We will promote a One-Council approach, share knowledge and information, solve problems together, and develop creative solutions jointly to drive better quality outcomes for our communities.



We will also seek opportunities to consolidate, streamline and standardise practices and processes reflecting efficient and best-practice standards, leading to better insight and best value across our Council.

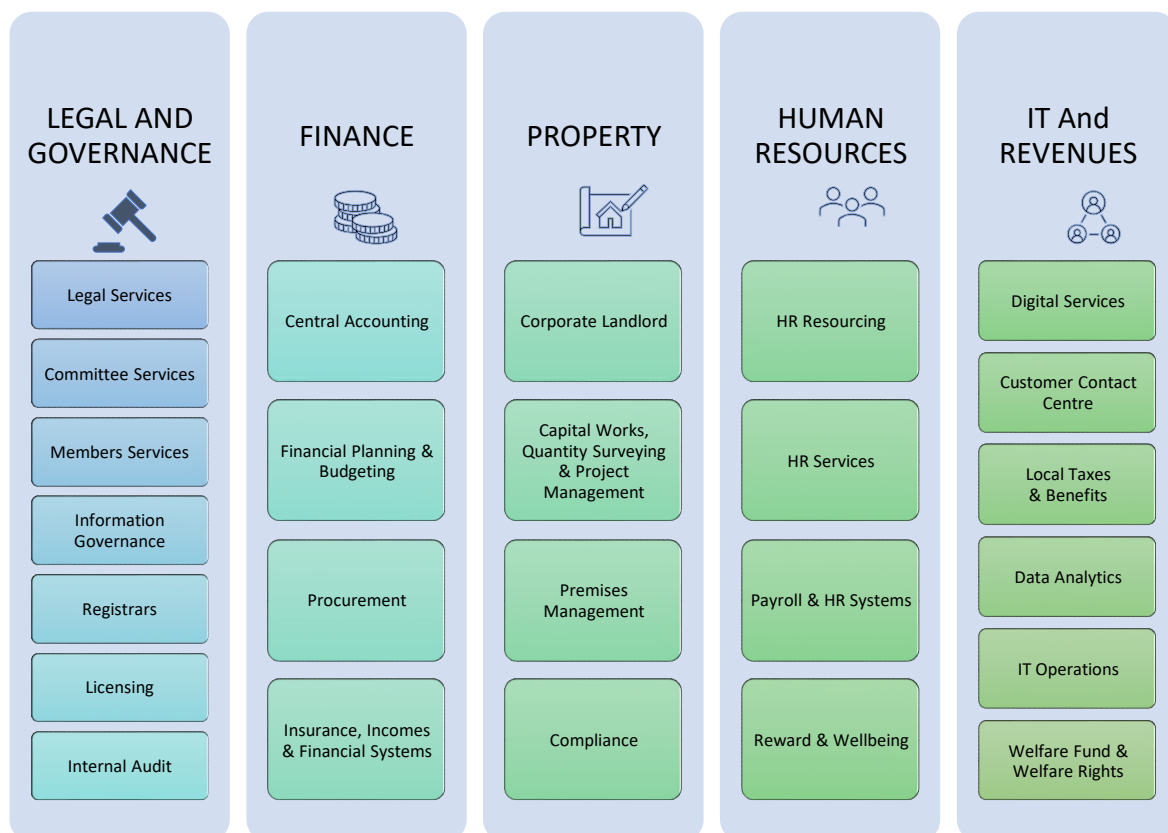
### Corporate & Democratic Services - Who we are and what we do:

CDS has the key resource functions relating to people, money, property and information. This brings together the key **strategic enablers of change and transformation**.

It also is the central service which **supports Council democratic processes** and manages the **governance framework**.

CDS provides **specialist customer services** directly to the communities of Perth and Kinross through its Registrars, Licensing, Information Governance, Local Taxes & Benefits and Welfare Fund & Welfare Rights teams. It also provides the Council’s general enquiry service for residents, businesses, and visitors through the Customer Contact Centre.

This ‘At a Glance’ Diagram of Corporate Services shows the different Divisions and teams within the Service and a brief outline of their responsibilities.



CDS fulfils a significant role in the Council's leadership and governance structure. With representation on the Executive Officer Team, CDS provides the core expertise in corporate resources, legal and financial advice to the Chief Executive, Executive Directors, Elected Members and Conveners of Committees of the Council.

Key statutory roles are held by officers within CDS, with the Head of Legal & Governance Services as the Monitoring Officer and the Head of Finance as the Section 95 Officer.

Heads of Service and Senior Service Managers are members of the Corporate Management Group. Many also have leadership roles on several key groups and Boards within and out with the organisation and contribute to the national policy and strategic agenda via Cosla or their respective professional associations.

CDS employs 457.31 FTE (Full Time Equivalents) across a diverse range of functions and activities.

The Service continues to have a strong track record of employing modern apprentices, and professional trainees, and offers graduate work experience opportunities across all our teams. This approach ensures a pipeline of talent for future roles. Currently we have trainees working across payroll, data analytics, and HR, with recruitment ongoing for energy and engineering, data science and internal audit.

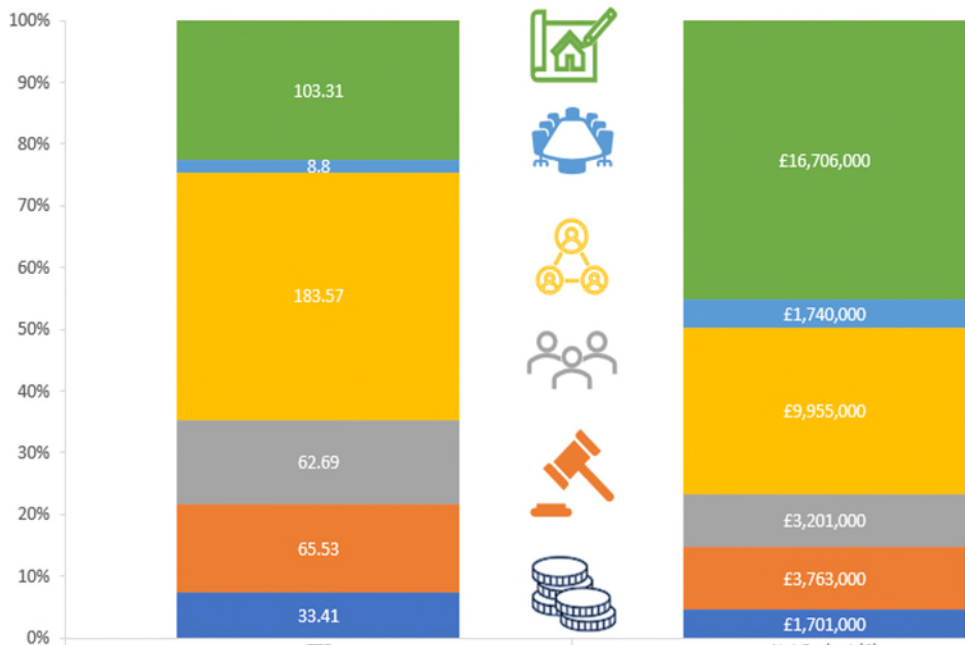
The Service has a net revenue budget of c£37m in 2021/22 which represents 10% of the Council's revenue budget.

The Service has direct responsibility for a capital budget of £57m through to 2028/29, split between IT and Property Services. Budget monitoring for the overall Council capital budget of £640m through to 2028/29 is reported to the Strategic Policy & Resources Committee.

The new Investment Blueprint and Delivery Plan will ensure investment decisions support corporate objectives and priority outcomes. Investment in maintaining and developing the assets which are used to deliver services (including schools, houses, and infrastructure) and the utilisation of capital funding to stimulate economic development and regeneration in local areas are essential enabling activities. Delivery of the Council's ambitious capital programme supports key outcomes such as tackling climate change, cultural transformation, and improving the school estate.



## CORPORATE & DEMOCRATIC SERVICES



	FTE	Net Budget (£)
■ Property Services	103.31	£16,706,000
■ Management & Support	8.8	£1,740,000
■ IT & Revenues	183.57	£9,955,000
■ HR	62.69	£3,201,000
■ Legal & Governance	65.53	£3,763,000
■ Finance & Procurement	33.41	£1,701,000





# Challenges

The strategic direction of the service is influenced and shaped by legislative provision, government policy, the fiscal landscape, and the needs of our customers, whether these are Elected Members, Services, Partners and Communities.

## Key Legislation:

Our work priorities include supporting the delivery of existing legislative requirements whilst horizon scanning to ensure that we evolve practices and standards to meet future legislative requirements. These include Climate Change (Scotland) Act 2019, UNCRC, Child Poverty (Scotland) Act 2017, Scottish Government manifesto over the next 4-5 years, the Fair Work principles and forthcoming legislation to be determined as part of the Good Work plan will shape our arrangements locally.

## National Policy:

The ambition set out in the Scottish Government and Scottish Green Party shared policy programme “*Working Together to Build a Greener, Fairer, Independent Scotland*” will have implications for how we deliver our services as a Council. CDS play a key part in ensuring we have the right support infrastructure, processes, and systems. The shared ambition includes accelerating response to the climate emergency, including a step change in support for active travel and improvements to the energy efficiency of our homes and buildings. It commits to reform public services, including a proposal to establish a National Care Service.

The Fair Work First criteria incorporate the principles of the Fair Work Convention with delivery of real living wage and effective voice by 2022.

Anti-avoidance powers in the Non-Domestic Rates (Scotland) Act 2020 will assist local authorities in tackling certain known tax avoidance tactics including when they make decisions on applications for rates relief. We will require to prepare and respond to any new fiscal framework developed for local government and the devolution of empty property relief on 1 April 2023. A citizens’ assembly will be developed nationally to engage on sources of local government funding, including Council Tax.

## Financial Outlook:

The Council continues to work in an environment of reducing revenue funding and increasing demand for services which requires an ongoing commitment to working collaboratively in new and innovative ways. Into the future, the population of Perth and Kinross is expected to increase bringing additional pressures for the Council to meet the changing requirements.



Recent commentary has suggested that Scotland's economy may not return to pre Covid-19 levels until early 2024, at the earliest. These factors make it difficult to forecast the financial outlook for the public sector. This uncertainty further exacerbates the pressures which continue to face public sector expenditure at a UK and Scottish level with further reductions in government funding predicted over the medium term alongside the increasing demand for Council services.

The construction market is highly volatile and unpredictable in the short to medium term, and this is problematic for investment planning because of cost uncertainty and concern over the supply of labour and materials.

### **Continued need for a high level of Community Support:**

The ongoing health, economic and social situation arising from the Covid 19 pandemic continues to affect businesses and our communities. The cyclical nature of coronavirus rates of infections has led to peaks in demand levels for welfare rights advice, welfare fund applications and other financial support schemes, and it is anticipated our communities will continue to require support for some time to come, especially as government financial support schemes come to an end.

### **Digital Maturity:**

As the pace of technological change accelerates, it is vital that we effectively leverage the opportunities presented by emerging trends. Staying at the forefront of developing technology and utilising the latest innovations will enable us to meet the challenges of the digital era, and drive value for money across the Council. Covid 19 has shown that we have a good basis to commence this from.

Our experience in responding to the pandemic has also highlighted positive opportunities for evolving the Council's future business model. Moving to a hybrid working model may offer new options for reducing our office and carbon footprints, while maintaining quality services. Our investment in technology and digital is allowing us to evolve smarter ways of working, within our emerging hybrid operating model. We are growing and improving our online services, streamlining processes, coalescing around shared platforms and planning for the adoption of new / emerging technologies in our future system designs.

### **Net Zero Environment:**

The move towards achieving the Scottish Governments targets of net zero by 2045 and intermediate reduction targets before then requires to be embedded in all corporate decision making. CDS will be involved in facilitating the necessary changes in practices to achieve these statutory targets. A revised Net Zero corporate strategy is in preparation by Communities for recommendation to Council later in 2021.



# Our Priorities

To support the Vision and Objectives set out by Council and Community Planning Partners, and to support ambition expressed in the Perth and Kinross Offer, CDS has focused on the following priority themes which will enable change and transformation.

1. **Getting the basics right**
2. **Developing people, skills, and capacity**
3. **Exploiting digital opportunities and data insight**
4. **Protecting our physical and information assets**
5. **Improving our customers' experience**
6. **Working Smarter**

## 1. **Getting the Basics Right:**

*This matters because CDS provides the Council's strategic management of corporate resources - being people, finances, property, ICT and digital, and information assets. It maintains the Council governance framework and system of internal control, ensures legal and regulatory compliance, effective scrutiny, and accountability in respect of Council decision-making.*

Getting the 'financial basics' right provides the bedrock for the Council to effectively operate, successfully driving value for money amidst an ever-changing political and social landscape. It underpins our credibility and reputation as an effective steward of public resources. The Medium-Term Financial Plan reflects sound financial planning by the Council and is critical for the sustainability of key services and the financial stability of the Council. The Council's Reserves Strategy is another key element of its financial planning. The updated Medium-Term Financial Plan will be considered by the Council in Autumn 2021.

## **Review of the Finance Function:**

An external review during the first part of 2021 highlighted many strengths across the Council's finance function. It also focussed on opportunities to enhance its value contribution through investment in systems, processes and people and the development of a Finance Strategy.

Getting the "governance basics" right ensures lawful, ethical, and effective decision-making at all levels. It creates and supports an organisational culture that is risk aware, commercially aware, solution focussed and legally compliant; ensuring that the Council not only does the right things but does things right.



We acknowledge the importance of resilient and stable ICT, digital and data foundations in creating a modern efficient Digital Council. We will continue to deliver essential services such as the corporate payroll, ensuring payments are made accurately, in accordance with statutory provisions and on time.

### **Modernising the democratic function:**

Open and transparent democratic decision-making is a key element of effective governance. We will review governance arrangements to ensure that the democratic function is modern, efficient, effective, and accessible to the public; continuing to live stream Council and Committee meetings, developing the capacity to facilitate hybrid (virtual/in person) meetings, and adapting our procedures, processes, systems, and structures to ensure that we can deliver the best possible service.

To better support our elected members, we will be implementing a new case load management system and a comprehensive induction programme is being developed for elected members who will form the next Council following local government elections in May 2022.

### **Supporting Our Communities:**

Much of 'getting the basics right' is focused on *supporting our communities*: our Customer Contact Centre, Local Taxes & Benefits and Welfare Fund & Welfare Rights teams will continue to inform vulnerable citizens of their rights and take action to maximise the entitlement to benefits. £5.5m income was generated in 2020/21 for people as a direct result of having had involvement from the Welfare Rights Team. Our Registrars will continue to provide a compassionate and professional service.

Our Property Services team will ensure our buildings are safe and fit for purpose for all who use them.

### **Working Collaboratively:**

Our approach is to work collaboratively with Services and Partners to deliver the best possible outcomes for our citizens and communities. Several key community-wide developments and service activities will be supported by officers in CDS. Some examples include:

- Implementation of the UN Convention on the Rights of the Child
- Major construction projects such as Cross Tay Road Link Road, City Hall Museum, Thimblelow development, and enhancements to the school estate and Early Years Expansion programme
- A9/A85 contract claim negotiations
- Comrie Flood Protection Scheme



- Child Poverty
- Health & Social Care – Review of the Integration Scheme
- The Perth and Kinross Offer
- Local Action Partnerships
- Work with Third Sector to ensure seamless referrals to welfare rights
- Community Vaccination Centres and Food Support
- Wellbeing Economy Alliance -UNCRC focussed pilot project in Letham

## 2. **Developing People, Skills and Capacity:**

*This matters because people are our most valuable assets. The last 18 months have demonstrated that skilled, motivated people with a can-do approach make a difference to the lives of those who live, work and learn in Perth and Kinross. The wellbeing of staff is paramount. Staff have been flexible and agile in meeting the many challenges thrown down by the pandemic. Our people have worked collaboratively with colleagues across the organisation and in an integrated fashion.*

The Corporate Workforce Plan (2021-23) underpins the Perth and Kinross Offer and has interdependencies with several plans including the Organisational Development Plan, Health and Wellbeing Plan, Medium-Term Financial Plan, Digital Strategy and Corporate Property Asset Management Strategy. Along with other key strategies, it sets the direction for our recovery and highlights how our workforce needs to develop. We know that how we work, where we work and who we work with will continue to change so attracting and retaining an agile, resilient workforce with the right values, behaviours, skills, and experience is critical. Our in-house Apprenticeship and Graduate Programmes ensure a pipeline of talent across the diverse occupational areas in the Council, provide high quality learning and development for young people earn while obtaining qualifications.

With reform, such as the proposed National Care Service, ensuring our people are informed, involved, prepared and resilient are key aspects of our work.

### **Health & Wellbeing:**

Employee health and wellbeing remains a key priority, with a particular focus on mental health. We will continue to monitor the general health and wellbeing of our employees through sickness absence trends, hot-spots, Staff Survey “temperature checks” and other engagement such as focus groups and team sessions. Employee health and wellbeing will continue to be at the heart of decisions to support and develop our workforce for the future. We will seek reaccreditation of the Healthy Working Lives Silver Award.



The Council continues to support the Equally Safe at Work programme which is part of the Scottish Government's strategy to eradicate violence against women and girls. Workplace actions are effective in tackling this societal issue – therefore, we will launch Gender Based Violence guidance and e-Learning to raise awareness and support managers and employees who may be experiencing gender-based violence.

### **Fair Work:**

The Council is proud to be a Fair Work employer with Living Wage accreditation. We continue to consult and engage with employees and trade union representatives on improvements in our employment practices and arrangements. We promote fair work practices in our procurement strategy and work with partner providers and commissioned services.

Equalities and fairness continue to be core principles in our workforce strategy, creating sustainable and fair work practices that protect our employees as far as reasonably practical. Support for their health and wellbeing along with opportunities for learning and development ensure our people have the capacity and resilience to maintain service delivery. We are committed to ensuring equalities is intrinsic in the way we work; the way decisions are made, the way people behave, how we perform and improve our services. These arrangements ensure we have the right skills in the right place when we need them and will contribute to building an even better Perth and Kinross working together to enable everyone to play their part in making this a fairer place for all – where everyone *can live life well*.

### **3. Exploiting Digital Opportunities and Data Insight:**

*This matters because digital technology and information continues to underpin every service in the organisation and it is a strategic enabler which will establish new frontiers for how the Council delivers services in the future. Pioneering data analytics and visualisation tools will further enable us to use data to tell a compelling story and provide colleagues and elected members with evidence to make better financial, strategic, and policy decisions. Developing our use of robotics, automation and artificial intelligence will support us in removing manual processes wherever possible and reduce the administrative burden for our people, freeing them to provide insight and analysis and more effective working.*



## Refreshing the Council's Digital Strategy:

We will ensure planning around digital technology and information continues to underpin every aspect of work and will establish new frontiers for how the Council delivers services in the future. It will put information and cyber security first, use technology to counter climate change, grow our leadership, skills, and literacy for a digital organisation. The revised Digital Strategy will come forward for approval by Council in 2022.

## Local Full Fibre Network:

The Tay Cities Local Full Fibre Network (LFFN) project is a UK Government Department of Culture, Media & Sport (DCMS) and Tay Cities Deal (TCD) funded economic development project with significant benefits to the Perth and Kinross area through the installation of full fibre internet connections. These include enabling access to increased connection speed and reliability for businesses and residents and reducing carbon emissions. This project is a collaboration between IT, Property, Finance and Economic Development.

## Digital Participation:

This can be defined in three ways; having the technology that can allow you to go online, e.g., a tablet, smartphone, or laptop; having a reasonable internet connection through a landline, phone, satellite, or other system; having the skills and confidence to use digital and online platforms safely and effectively.

The Digital Participation Group, in place since October 2020 as part of our response to COVID-19, and comprising Community Planning Partners, has a broad goal of improving the wider life chances for the citizens of the area and to reduce or eliminate the barriers to participation.

## Replacement Social Care Case Management System:

The withdrawal of Northgate SWIFT management system from the social care marketplace requires us to procure a replacement software product. This replacement project will provide us with an opportunity to transform how social care is delivered across the organisation to better improve services delivered in our communities. It will also enable us to modernise and streamline processes; increasing system efficiency, leading to a reduction in time staff spend managing and updating the case management system. The new system will be in place during 2023.



## Further developing our Cloud and Systems Strategy:

One key system moving to a cloud-based solution is the integrated HR and Payroll system 'ResourceLink'. This will be migrated by the end of 2021. The replacement for SWIFT is also a cloud-based system.

## 4. Protecting our Physical and Information Assets:

*These matter because our property and infrastructure assets (including schools, houses, offices and depots, and other infrastructure) are an integral element of effective service delivery and the utilisation of capital funding to stimulate development and regeneration in local areas. Our information is also a valuable business asset, critical to effective strategic and operational decision-making across the organisation.*

## Maintaining our Property Estate:

Our considerable property estate needs to be maintained to high standards to address conditions issues as well as challenges relating to climate change, Net Zero and emerging technology and legislation. Throughout 2020/21 the Property Services Division was diverted from much of its capital works to deal with essential covid safety measures across the estate. The latter part of the year saw a rapid escalation in maintenance demand due to pent up issues during lockdown, remobilisation of the schools, support to mobilise food distribution, testing centres and mass vaccination especially, complexities in working in Covid environment and the large storms in August 2020. In the next period, it is anticipated that demand for maintenance will continue to exceed previous levels of activity.

## Capital Investment:

A substantial number of major capital projects have progressed over the last year. The Council has ambitious investment proposals which set future workload priorities, working with a volatile construction market with little cost certainty and ongoing concerns about supply of materials and labour. Some examples of the enabling work on physical assets include:

- Collaborative procurement opportunities with Angus and Dundee Councils relating to building services, especially after COVID with exponentially increasing construction costs and material shortages.
- Maintaining and supporting the physical assets to provide safe and compliant accommodation within available resources





- Reducing energy consumption and carbon emissions to combat Climate Change.
- Implement lessons learned from the Cole Report on construction quality.
- Developing and receiving Council approval for low carbon design solutions for future major projects.

### Information as An Asset:

Our information is also a valuable business asset that needs to be protected, managed, and optimised like any other. Protecting our information from attack, misuse, manipulation, and exploitation is of paramount importance, as is ensuring that we protect and lawfully process the personal data of our citizens.

Our information governance function includes Data Protection, Freedom of Information, Electronic Document Management System, Records Management, and Information Security. These monitoring roles are crucial to protect our information assets and make sure appropriate training and awareness is in place. We are developing an appropriate governance framework for cyber risk as part of our work.

Our IT infrastructure and networks protect our systems with up-to-date cyber-security measures and have PSN (Public Service Network) accreditation.

### 5. Improving our Customers' Experience:

*This matters because, like getting the basics right, our external and internal customers expect to be treated well and have an excellent experience when they use our services. Our internal processes need to be lean and enable a right first-time approach, providing efficient, timely and accurate information to our customers at first point of contact and throughout the duration of their interaction with CDS. Our services need to be accessible, and customers should feel welcome. They should enjoy an 'easy-to-do-business' attitude from CDS, and we should exceed, not simply meet, their expectations. Our ambition is to continue to embrace the Customer Service Excellence Model.*

### New Customer Service Strategy:

Whilst interrupted by the pandemic, it is planned that development work will restart towards delivering an ambitious Customer Service Strategy. This will include a new model of service, customer insight and engagement and developing a Customer Engagement Strategy based on the national Customer Service Excellence model.



We will continue to promote digital channels and make sure no citizen is excluded. We are investigating opportunities for automation of high-volume customer transactions using Artificial Intelligence (AI) and Robotics to improve service operation and design. This will be aided by robust demand analysis.

Customer Experience is normally associated with external customer contact and service teams who deal directly with the public. However, our internal customers are just as vital (the next person in the process is your customer).

Customer engagement and improved communication with customers – across all the Service’s work will be tackled in the next period to ensure CDS is listening carefully to what its customers’ needs are, and to develop exceptional levels of insight into how it could transform and improve to the benefit of customers.

We also directly provide customer services to the public in line with the Customer Service Excellence Standards (Formerly Charter Mark). The Welfare Rights Team hold accreditation at the highest level possible for Welfare Benefits Advice and Representation at Courts and Tribunals. Working proactively with Scottish Government and partners, Welfare Rights staff share best practice and influence guidance and process to ensure policy objectives are optimised.

## 6. Working Smarter:

*This matters because a strategic and integrated approach to people, technology and property is essential to improving how we work as a council to support delivery of the Perth and Kinross Offer. Our experience in responding to the Covid 19 pandemic has demonstrated that as an organisation we can implement radical change at pace and scale. We will therefore continue to challenge our traditional assumptions about work and workplace, embrace different ways of working which improve productivity, enhance the employee and customer experience and achieve better outcomes for our communities.*

### New Ways of Working:

Financial pressures, changing priorities and demand for Council services continue to inform the Council with a focus on multidisciplinary teams, integrated working, and more locality-based decision-making. The Council in recognition of the interconnectedness of workforce, digital and use of property are taking a proactive approach in working with communities, its partners, and other stakeholders to deliver and prepare for new influences to ensure our workforce supports the delivery of the Perth and Kinross Offer.



Some of the enabling project underway is to work smarter, being more flexible about when we work, where we work and how we use space and technology to find new and more effective ways of doing things. The intended benefits from this work will help deliver better outcomes for our communities by improved collaboration among staff and with others; better productivity; improved employee experience and life work balance; positive benefits for recruitment and retention; more effective use of property/optimising our property portfolio; reduced carbon footprint; greater efficiency and effectiveness.

How we work, where we work and who we work with will continue to change so attracting and retaining an agile, resilient workforce with the right values, behaviours, skills, and experience is critical. To help us get there we will make smarter use of our resources and technology; co-design services with staff, service users and communities; recognise that everyone has something to offer; and put people at the heart of everything we do.



# Impact

<i>What Change will we deliver?</i>	<i>How will we know we are making a difference?</i>
<b>1. Getting the Basics right</b>	<ul style="list-style-type: none"> <li>• Positive staff feedback</li> <li>• Positive customer feedback and outcomes</li> <li>• Effective governance arrangements</li> <li>• Financial stability; maximising income collected for Council via Council Tax and Non-Domestic Rates</li> <li>• Safe and secure buildings, offices and workplaces</li> </ul>
<b>2. Developing People, Skills and Capacity</b>	<ul style="list-style-type: none"> <li>• Outcomes set out in the <a href="#">Corporate Workforce Plan 2021/23</a></li> <li>• Effective resource management to meet business needs</li> <li>• Employee engagement and feedback</li> <li>• Positive destination of trainees to maximise employability</li> </ul>
<b>3. Exploiting Digital Opportunities and Data Insight</b>	
Refreshed Digital Strategy	<ul style="list-style-type: none"> <li>• Supports our ambitions for Digital Perth and Kinross</li> </ul>
Data and Analytics Strategy	<ul style="list-style-type: none"> <li>• Supports our ambitions of becoming a Data Driven Council</li> </ul>
Local Full Fibre Network	<ul style="list-style-type: none"> <li>• Improved connectivity which will facilitate next generation technologies to support the local economy and community</li> </ul>
Social Care System Replacement (SWIFT)	<ul style="list-style-type: none"> <li>• New case management system in place by 2023</li> </ul>
Developing our Cloud and Systems Strategy	<ul style="list-style-type: none"> <li>• Key business systems move to the cloud – leading to improvements in resilience, availability and functionality</li> </ul>



<b>4. Protecting Our Physical and Information Assets</b>	
Maintaining Our Property Estate	<ul style="list-style-type: none"> <li>• Building assets are well maintained, fit for purpose and energy efficient.</li> <li>• Building users feel comfortable within their working environment.</li> </ul>
Capital Investment	<ul style="list-style-type: none"> <li>• Investment Blueprint and Delivery Plan agreed in line with Council priorities and ambition</li> <li>• Projects are delivered to a high standard of quality; in line with an acceptable programme, affordable and align with carbon reduction targets.</li> </ul>
Information Assets	<ul style="list-style-type: none"> <li>• Our cyber risk governance framework ensures that technology, systems and information are protected in the most appropriate way.</li> <li>• Staff and elected members have awareness of phishing and other relevant cyber security risks.</li> <li>• Enhanced technical security measures are in place to continue to protect Council services and information assets</li> </ul>
<b>5. Improving Customers' Experiences</b>	
New Customer Services Strategy	<ul style="list-style-type: none"> <li>• Standardised approach to customer engagement across Council services/increased use of new and emerging technologies leading to improved choice around how and when customers engage with us.</li> <li>• Continuous improvement in customer feedback and outcomes</li> </ul>
<b>6. Working Smarter</b>	
New Ways of Working	<ul style="list-style-type: none"> <li>• Hybrid working embedded across Council workplaces in 2022</li> <li>• Customer and employee feedback, continuous improvement and lessons learned.</li> <li>• Assessment of future workspace requirements completed in 2022</li> </ul>



## Preparing Our People for the Future

We are ambitious for how we enhance the collective contribution of CDS in service delivery to our customers and communities and in how we support and enable the Council to achieve its priority outcomes. Our improvement agenda will achieve:

- Strong relationships that enable CDS to act as professional adviser, as an enabler and as a critical friend. Influential and solution focussed people that are connected, astute and politically aware, providing relevant and timely advice that leads to more informed decision making and better outcomes.
- Confident and visible leaders who understand public services, role model technical excellence and lead by example.
- Skilled people equipped with the knowledge, skills, and experience to achieve our priorities and meet future challenges.
- Clear career frameworks and succession planning arrangements that define roles and set expectations of our people, to support the attraction and retention of high-performing and diverse talent.
- Team structures and ways of working that promote collaboration, integration, and knowledge-sharing.
- Core processes, digital systems and management information that enable teams to execute their day-to-day responsibilities efficiently and support the effective management of public services through the provision of accurate, timely and compliant information.
- Data driven insight, supported by analysis, that tells a story and provides a clear understanding. Enhanced analytics and data visualisation tools, with self-service capabilities, that inform decision making and unlock efficiencies.
- Clear, consistent, and accessible data governance, helping to protect data integrity, and improve evidence-based decision making.
- Effective risk management that is integrated and embedded into our core business processes and a review of the Council's risk appetite.
- Enhanced reporting and monitoring of strategic financial performance and associated risks, that informs governance, decision making and financial management for the Council.



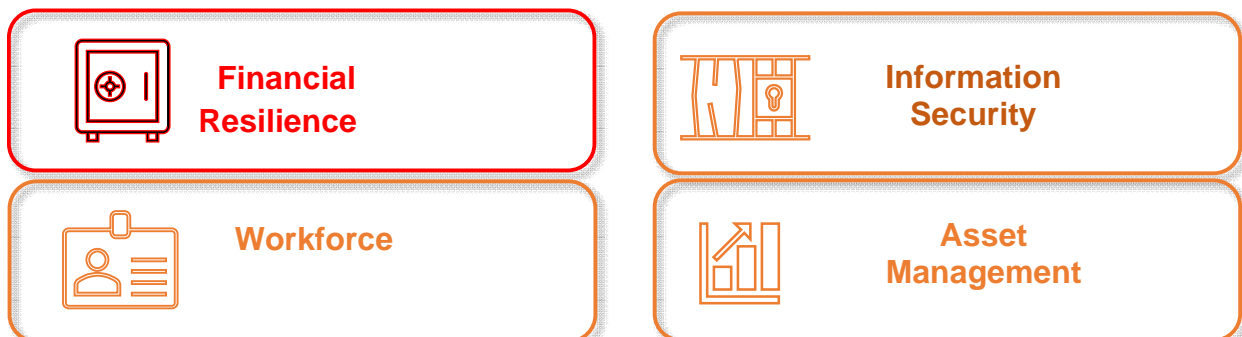
# Performance, Self-Evaluation & Risk Management

The Service has recently realigned resources to build capacity to enhance its performance management arrangements to ensure that relevant performance information is scrutinised in a timely manner to drive improvement. CDS welcomes the new modernised performance reporting system which will enable us to further embed effective performance management principles throughout the Service.

As a new grouping of functions, CDS will revisit and embed self-evaluation across all teams to drive improvement and more integrated ways of working.

Effective risk management is a key element of the Council's system of internal control and an essential element of good governance. CDS has responsibility for the development and management of the Council's Strategic Risk Management Framework; ensuring that there is a consistent and coherent approach taken across the organisation to the identification, assessment, analysis, mitigation, and management of strategic and key operational.

As the core corporate functions, CDS are the risk owners in relation to several of the key [strategic risks](#) facing the Council including financial management and accountability, information security, workforce and property asset management and corporate governance.



As key enablers of change and transformation, CDS also play a key role in supporting the organisation in managing and mitigating the spectrum of strategic risks from reducing the impact of climate change to tackling poverty and inequality across Perth and Kinross. Involving and engaging staff in the critical agendas of equality and fairness, sustainability and climate change will ensure everyone is able to contribute effectively.



# Contact Us

For further information on any aspects of our Business Management and Improvement Plan, please contact any of the following officers:

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## Links to relevant documents

[Community Plan and LOIP 2017-2027](#)

[Community Plan Annual Report 2019-2020](#)

[Corporate Plan 2018-2022](#)

[Corporate Annual Performance Report \(APR\) 2019-2020](#)

[Summary of Corporate Performance Indicators 2019-2020](#)

[Extract from APR - Corporate Services 2019-2020 Performance Indicator Summary](#)

[Corporate Workforce Plan 2021-2023](#)

[Strategic Risk Register June 2021](#)

[Annual Governance Statement 2020-2021](#)

[Perth and Kinross LGBF Summary 2019-2020](#)

[Perth and Kinross Council Digital Strategy 2016-20](#)

[Perth and Kinross Council Digital Strategy 2016-20 - Action Plan](#)

[Annual Accounts \(Unaudited\) 2020-2021](#)

[All Annual accounts](#)

[Council budgets](#)

[Medium Term Financial Plan 2021-2027 \(Report to Council 30 Sept 2020\)](#)

[MTFP Appendix A\(i\) MTFP Appendix A\(ii\) MTFP Appendix A\(iii\) MTFP Appendix B](#)

[MTFP Appendix C](#)

[Appendix 1 Appendix 2 Appendix 3 Appendix 4 Appendix 5 Appendix 6](#)

[Past Council Strategies, Performance Reports and Business Plans](#)

### External Reports

[LGBF National Benchmarking Overview Report 2019-20](#)

[Best Value Assurance Report 2019](#)

