

PERTH AND KINROSS COUNCIL

Strategic Policy & Resources Committee – 27 November 2013
Scrutiny Committee – 27 November 2013

CHIEF EXECUTIVE'S SERVICE
SIX MONTHLY BUSINESS MANAGEMENT AND IMPROVEMENT EXCEPTION
REPORT 2013/14

Report by Chief Executive

PURPOSE OF REPORT

This report reviews the performance of the Chief Executive's Service against its Business Management and Improvement Plan (BMIP) for the period 1 April 2013 to 30 September 2013.

1 BACKGROUND/MAIN ISSUES

- 1.1 The Executive Officer Team and Themed Committees consider performance against Service BMIPs every six months via the Service six monthly and annual performance reports.

2 SIX MONTHLY EXCEPTION REPORT – 1 APRIL 2013 TO 30 SEPTEMBER 2013

- 2.1 The purpose of the six monthly exception report is to review the performance of the Chief Executive's Service during the first six months of 2013/14 against the commitment set out in the Service's BMIP approved by the Strategic Policy and Resources Committee on 12 June 2013 (Report No 13/286 refers).
- 2.2 The Chief Executive's Service is making good progress towards achieving the commitments set out in the BMIP to support the delivery of the Council's strategic objectives and the Chief Executive's four service objectives.
- 2.3 This includes a continued focus on providing strategic leadership to the Council and our partners by ensuring the Council's resources are efficiently utilised. Examples of this include Legal Services providing high quality professional services by working with colleagues in the Environment Service and counsel in successfully defending a major claim in a contract dispute. The Accountancy team has continued to support the development of the Medium Term Financial Plan to ensure that the Council manages a challenging financial environment effectively. Human Resources has developed a strategic approach to employee health and wellbeing and continues to develop and promote the Council's Modern Apprenticeship Programme. The support the Communications Team has provided in respect of Welfare Reform has been an excellent example of team working.

- 2.4 The report provides an update on Service performance where the targets have been exceeded and where the Service is not on track to meet the targets in the BMIP. Where performance is currently not on target, improvement actions have been identified.
- 2.5 A full annual report with detailed progress against all targets and actions within the Chief Executive's Service will be produced at the end of 2013/14. The Service Business Management and Improvement Plan 2013/14 sets out an ambitious change and improvement programme.

3 CONCLUSION AND RECOMMENDATION

- 3.1 The six monthly monitoring of BMIP performance information by the Chief Executive's Service Senior Management Team has identified that achievements have been made in most areas. However, there are a small number of activities which are exceeding targets and some areas in which improvement actions are required.
- 3.2 The Strategic Policy & Resources Committee is asked to consider and accept the contents of the Chief Executive's Service Six Monthly Performance Summary for the period 1 April 2013 to 30 September 2013.
- 3.3 The Scrutiny Committee is asked to scrutinise the Chief Executive's Service Six Monthly Performance Summary for the period 1 April 2013 to 30 September 2013.

Author

Name	Designation	Contact Details
Fiona Band	Senior Business Support Officer	2 High Street Perth PH1 5PH 01738 475124 fband@pkc.gov.uk

Approved

Name	Designation	Date
Bernadette Malone	Chief Executive	30 October 2013

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Council Text Phone Number 01738 442573

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	No
Workforce	No
Asset Management (land, property, IST)	No
Assessments	
Equality Impact Assessment	No
Strategic Environmental Assessment	No
Sustainability (community, economic, environmental)	No
Legal and Governance	No
Risk	No
Consultation	
Internal	Yes
External	No
Communication	
Communications Plan	No

1. Strategic implications

- 1.1 The Perth and Kinross Community Plan 2013 – 2023 and the Council's Corporate Plan 2012/2018 set out five strategic objectives. They are as follows:

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

This report supports all five strategic objectives.

2. Resource Implications

Financial

Not applicable

Workforce

Not applicable

Asset Management (land, property, IST)

Not applicable

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment process (Eq1A) with the following outcome: assessed as **not relevant** for the purposes of Eq1A.

Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. No further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.3 Not applicable

Legal and Governance

- 3.4 Not applicable

Risk

- 3.5 Not applicable

4. Consultation

Internal

- 4.1 Relevant Heads of Service and Service Managers within Chief Executive's Service have been consulted in the preparation of this report.

External

- 4.2 Not applicable

5. Communication

- 5.1 Not applicable

2. BACKGROUND PAPERS

Chief Executive's Service Business Management and Improvement Plan
2013/14 (Report No. 13/268 refers).

3. APPENDICES

Appendix 1 Chief Executive's Service Six Monthly Performance Summary.

Chief Executive's Service

Six Monthly Performance Summary

1 April 2013 to 30 September 2013

Contents

Introduction by Chief Executive	2
Service Performance Summary	3
Progress against Action Plan and Improvement Plan	6
Action Plan Exceptions	
Where we are exceeding our target	7
Where we are not on target	8
Improvement Plan Exceptions	
Where we are exceeding our target	9
Where we are not on target	9

Introduction

By Chief Executive

**Welcome to the Chief Executive's Service six monthly performance summary
1 April 2013 to 30 September 2013.**

Our Service continues to provide leadership and support to Services across the Council in order to maintain focus on delivery of the outcomes that are important to our communities and to our service users and to support the delivery of service transformation. We do this by leading on key corporate areas such as governance, finance and human resources.

This report highlights some of our key achievements over the previous six months demonstrating our continued commitment to improvement together with a strong customer focus.

Service Performance Summary

1. Service Objective 1

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

The Service continues to support elected members, employees and partners to deliver the Council's agreed priorities through a range of services including democratic, finance, human resources and legal. As part of ensuring that the appropriate support is provided and that it is available when required, the following has been achieved during the last 6 months:-

- The Communications Team has been restructured for a more flexible, proactive service that will prioritise Services' key projects.
- Work has commenced on reviewing the new committee report template and a first draft has been issued to Services and to elected members for feedback.
- A revised Corporate Workforce Plan was approved by the Strategic Policy & Resources Committee in April 2013.
- The Modern Apprentice Job Academy was launched in May 2013 to coincide with National Apprenticeship Week. Over the past 5 months 20 new Modern Apprentices and 1 new Professional Trainee have been appointed within the Council. There are now 50 Modern Apprentices and 8 Professional Trainees in post.
- Support is being provided to the Health and Social Care Integration Group by Human Resources/Finance/Legal Services and Democratic Services. The Chief Accountant also chairs a group tasked with examining the financial implications of the "Evidence 2 Success" project involving colleagues from the Council and NHS Tayside.
- Legal Services has provided training for elected members and senior officers in conjunction with the Environment Service on the Council's Disposal Policy and the underlying legal framework.
- The update of the Medium Term Financial Plan is due to be submitted to the Council in October 2013.

Service Objective 2

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

The Service continues to provide strategic and operational advice on finance and workforce that enables the delivery of the Council's objectives in an efficient manner and recognises the impact of internal and external influences. Further, the Service continues to work towards an integrated approach to managing the Council's financial, physical and human resources. During the last 6 months the Service has achieved the following:-

- Human Resources has evaluated a pilot physiotherapy service which provided treatment to 126 employees primarily in specific occupational areas with a high incidence of musculoskeletal absence i.e. Social Care and Building Services.
- A risk-based Internal Audit Plan for 2013/14 has been approved and is in the process of being completed.
- A strategic approach to health and wellbeing has been approved by the Executive Officer Team. Planning is well underway to offer resilience training within Education & Children's Services, flu vaccinations in partnership with NHS Tayside for key staff groups and a highly successful Health Promotion week ran in September with SERCO our Occupational Health partner. A total of 116 employees undertook health awareness assessments at locations throughout Perth & Kinross.
- Work is in progress to ensure compliance with the Public Records (Scotland) Act 2012. A significant portion of this work is being done in conjunction with the Perth Office Programme and Records Management staff from Legal Services are providing advice and support to the programme regarding document rationalisation.
- The numbers of managers and employees across all Services that are using MyView for annual leave continues to increase. Over the six month monitoring period an additional 400 employees were provided with access to the self service annual leave module.
- Optimum, the Council's flexitime system, was rolled out to the administrative staff at the Friarton depot. In addition to providing an increase in efficiency by avoiding duplicate input for flexi days and holidays, this introduction has permitted a reduction in costs by terminating a legacy system licence.
- We are continuing to roll out Payment at Point of Sale (PaPoS). Working with Services, we have introduced this new and efficient means of payment in a number of frontline service areas, such as Craft, Art and Garden Market stall charges and Road Safety Tourist Signage.

Service Objective 3

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

The Service provides a broad range of professional services which are core to the effective operational running of the Council. The Service continues to maintain high standards and is working to promote continuous improvement through specialist advice and support across a range of disciplines including accountancy, law, communications, design, payroll, human resources, organisational development and public administration. During the last 6 months the Service has achieved the following:-

- The Communications and Design Teams have supported communication around Welfare Reform, achieving all the objectives of the communications plan.

- A new HR policy, “Time off for Medical Appointments”, was implemented in June 2013 to ensure a consistent approach and compliance with the Equality Act 2010 and the Public Sector Equality Duty.
- The Legal Services Review is underway.
- Legal Services has worked together with the Environment Service and counsel in successfully defending a major claim arising from a contract dispute.
- Issuing invoices (and attachments) to customers electronically saves paper, postage and administration for the Services. Rolling out from 1 April 2013, Finance has moved more than 50% of all regular business customers onto this new method of communication. Success with regular personal customers is much more limited with only 10% of customers providing email addresses, but working with Services we will continue to promote this new approach.
- Internal Audit has supported, and continues to support, Services in providing a consultancy approach to seeking assurance on the adequacy of the control environment and to identify areas for improvement.
- Progress with the review of the Accountancy and Exchequer sections within the Finance Division is well advanced with a final report issued to the Service Management Team six weeks ahead of schedule.

Service Objective 4

Provide an enabling governance framework to support and deliver the Council’s legal and democratic responsibilities

The Service continues to provide an enabling governance framework which ensures the Council fulfils its legal and democratic responsibilities. The Service also ensures the effective conduct of public affairs, promoting high standards of integrity, openness and transparency in all that we do. During the last 6 months, the Service has achieved the following:-

- To support the Council’s policies and practices, the Council published a “Job Opportunities for Everyone” leaflet which is being used in recruitment and service community engagement. The leaflet encourages potential applicants to consider and apply for other roles which may traditionally be carried out by the opposite gender. In addition an equalities monitoring implementation plan is now in place to extend employment monitoring from 2013/14 onwards.
- The development of a Corporate Communications Team Plan includes a focus on researching best practice by comparison with other Councils/organisations. This plan commits to revisit and revise, if necessary, the media policy this year and the social media guidelines next year.
- Internal Audit continues to support the facilitation of the National Fraud Initiative to ensure that the council meets the required deadlines for the completion of the exercise.
- Internal Audit has implemented the protocol approved by Audit Committee for engagement with Services in the completion of the Internal Audit Plan for 2013/14.

Progress against Action Plan and Improvement Plan

Over the six months from 1 April 2013 to 30 September 2013 the Chief Executive's Service has made significant progress in delivering the services and actions identified in the Business Management Improvement Plan agreed by the Strategic Policy & Resources Committee on 12 June 2013.

Of the 26 key performance indicators and 13 improvement tasks contained within the BMIP: 8% are exceeding target; 41% are on target; 8% are not on target; and 43% are not measurable at this six month point. Below is a summary of the progress against the targets within the BMIP.

Action Plan	Total	Exceeding Target	On Target	Not on Target	Information not Measurable
Service Objective 1					
Provide strategic leadership to the Council and partners to deliver the shared vision and outcomes for Perth and Kinross	4	0	0	0	4
Service Objective 2					
Ensure the Council's resources are efficiently utilised and support partners to transform and deliver value for money services	4	1	1	1	1
Service Objective 3					
Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	8	0	4	0	4
Service Objective 4					
Provide an enabling governance framework to support and deliver the Council's legal and democratic responsibilities	10	1	1	0	8
Sub-Total	26	2	6	1	17
Improvement Plan	Total	Exceeding Target	On Target	Not on Target	Information not Available
Place	4	1	3	0	0
Prevention	2	0	2	0	0
People	2	0	2	0	0
Performance	5	0	3	2	0
Sub-Total	13	1	10	2	0
Grand Total	39	3	16	3	17

Note:

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

The following sections provide an update on Service performance where targets have been exceeded and where the Service is not on track to meet the target in the BMIP. Where performance is currently not on target, improvement actions have been identified to ensure the Service reaches the target by March 2014.

Action Plan Exceptions

The performance trend is based on current performance for 2013/14 against performance during 2011/12. The significance of the variation in performance trends is different for all performance indicators. Therefore, Services are asked to highlight when they believe that performance has significantly changed. Depending on the context, this may be a 0.5% change or a 5% change. Services determine this using their knowledge and understanding of the area.

Key:

- ↑ Performance has significantly improved (Service to decide what is significant)
- Performance has remained roughly the same
- ↓ Performance has significantly deteriorated (Service to decide what is significant)

Where we are exceeding our target

Strategic Objective	Relevant Indicators (Source)	Target 13/14	11/12	12/13	13/14	Trend	Comments on performance
Ensure the Council's resources are efficiently utilised and support partners to transform and deliver value for money services	% of communications plans developed by Corporate Communications which achieve their stated objectives within their assigned budget	90.00	-	-	100.00	-	A new team plan and move to a generic job description means that Communications Officers are, for the first time, developing and recording communications plans formally. There are 21 plans so far identified: 12 of those are written and approved. Of those 12, eight are underway and one is complete. This one plan (the Welfare Reform campaign) achieved its objectives within budget and therefore the 100% performance relates to this one plan.
Provide an enabling governance framework to support and deliver the Council's legal and democratic responsibilities	% of FOI requests responded to within 20 days of receipt	95.00	95.50	94.00	95.40	→	We are already exceeding the target at this stage. For the period January-August 2013, 42 requests were late out of a total of 860 requests completed.

Where we are not on target

Strategic Objective	Relevant Indicators (Source)	Target 13/14	Performance			Trend	Comments on performance
			11/12	12/13	13/14		
Ensure the Council's resources are efficiently utilised and support partners to transform and deliver value for money services	The average number of working days lost per employee through sickness absence for the Chief Executive's Service	6.00	7.20	6.20	7.26	➔	This is the rolling year figure as at the end of July 2013 and is explained by an increase in the number of long term sickness absence cases within the Service. With advice from HR, managers are supporting employees to return to work at the appropriate earliest opportunity.

Improvement Plan Exceptions

Where we are exceeding our target

Area (Prevention, People, Place, Performance)	Strategic Objective	Delivery timescales	Comments on progress and improvement actions
Place	Continue to develop modern ways of working through the Council's use of social media	March 2014	To date, 10 services/teams and 12 schools now use social media to communicate with their audiences. All staff now have access to Twitter and Facebook at work.

Where we are not on target

Area (Prevention, People, Place, Performance)	Strategic Objective	Delivery timescales	Comments on progress and improvement actions
Performance	Support elected members in their use of new technology	September 2013	A small group of elected members are currently piloting the use of mobile devices (tablets). The pilot has been extended due to some initial problems with accessing information from locations other than 2 High Street, Perth. The trial period is likely to conclude in November 2013.
Performance	Review of Corporate Vocational Qualification (VQ) Centres	October 2013	An interim report will be prepared by 31 October 2013. A renewed completion date of March 2014 has been agreed in order to evaluate partnership approaches to assessment of candidates for Vocational Qualifications.