

**PERTH & KINROSS COUNCIL**

**Strategic Policy & Resources Committee – 21 November 2012**  
**Scrutiny Committee – 21 November 2012**

**CHIEF EXECUTIVE'S SERVICE**  
**SIX MONTHLY BMIP PERFORMANCE EXCEPTION REPORT**

**Report by the Chief Executive**

**Abstract**

This report contains a summary of the performance of the Chief Executive's Service against its Business Management and Improvement Plan (BMIP) for the period 1 April 2012 to 30 September 2012.

**1. RECOMMENDATION(S)**

- 1.1 The Strategic Policy & Recourses Committee is asked to consider and accept the contents of the Chief Executive's Service Six Monthly Performance Report for the period 1 April to 30 September 2012.
- 1.2 The Scrutiny Committee is asked to scrutinise the Chief Executive's Service Six Monthly Performance Report for the period 1 April to 30 September 2012.

**2. BACKGROUND**

- 2.1 The Executive Officer Team and themed Committees consider performance against the Services' BMIPs every six months via the Service six monthly and annual performance reports.
- 2.2 The six monthly performance reports are summary reports which highlight those BMIP targets which are exceptional either as a result of performance exceeding the target or being unlikely to meet the target.

**3. SIX MONTHLY EXCEPTION REPORT – 1 April 2012 to 30 September 2012**

- 3.1 The purpose of the six monthly exception report is to review the performance during the first six months of 2012/13 against the targets approved in the 2012-2015 Chief Executive's Service BMIP approved on 20 June 2012.
- 3.2 The exceptions included in the report have been selected by service managers following consideration of all BMIP performance management information and relate to performance that is deemed to be significant. Where these exceptions are targets that have not been met, explanations and details of improvement actions to be taken are provided.

- 3.3 A full annual report with detailed progress against all targets and actions within the Chief Executive's Service BMIP will be produced at the end of 2012/13.

#### **4. RESOURCE IMPLICATIONS**

- 4.1 The resource implications arising from this report will be contained within existing Chief Executive's Service resources.

#### **5. CONSULTATION**

- 5.1 The Chief Executive's Service Senior Management Team has been consulted in the preparation of this report.

#### **6. CORPORATE PLAN OBJECTIVES**

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

- (i) *Provide a Safe, Secure and Welcoming Environment*
- (ii) *Promote Healthy, Caring Communities*
- (iii) *Build a Prosperous, Sustainable and Inclusive Economy*
- (iv) *Develop Educated, Responsible and Informed Citizens*
- (v) *Support Confident, Active and Inclusive Communities*

This report supports delivery of all five Corporate Objectives.

#### **7. EQUALITIES ASSESSMENT**

- 7.1 The Council's Corporate Equalities Assessment Framework requires an assessment of functions, policies, procedures or strategies in relation to race, gender and disability and other relevant equality categories. This supports the Council's legal requirement to comply with the duty to assess and consult on relevant new policies to ensure there is no adverse impact on any community group or employees.
- 7.2 The function, policy, procedure or strategy presented in this report was considered under the Corporate Equalities Impact Assessment Framework and was assessed as not relevant for the purposes of Equalities Impact Assessment.

#### **8. STRATEGIC ENVIRONMENTAL ASSESSMENT**

- 8.1 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all plans, programmes and strategies, including policies (PPS).

- 8.2 The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and it was assessed that no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

## **9. CONCLUSION**

- 9.1 The six monthly monitoring of BMIP performance information by the Chief Executive's Service Senior Management Team demonstrates that achievements have been made in most areas. There are, however, a small number of activities where targets are not being reached and improvement actions are required.

### **BERNADETTE MALONE CHIEF EXECUTIVE**

**Note:** No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

**Contact Officers:** Fiona Band  
Chief Executive's Services

**Address of Service:** 2 High Street, Perth PH1 5PH

**Date of Report:** October 2012

If you or someone you know would like a copy of this document in another language or format, (on occasion only, a summary of the document will be provided in translation), this can be arranged by contacting *Fiona O'Neill on 01738 475046.*



Council Text Phone Number 01738 442573



# **Chief Executive's Service**

## **Six Month Performance Summary**

1 April to 30 September 2012

# Contents

<b>Introduction</b>	7
<b>Are we on target?</b>	7
<b>Progress against Action and Improvement Plan</b>	8
<b>Action Plan Exceptions</b>	
Where we are on track to exceed our target	13
Where we are not on track to meet our target	14
<b>Improvement Plan Exceptions</b>	
Where we are on track to meet our target	16

# Introduction

The Chief Executive's 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.

## Are we on target?

Over the six months from 1 April 2012 to 30 September 2012, 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 and Resources Committee on 20 June 2012.

Of the 43 performance indicators and improvement tasks contained within the BMIP: 5% are exceeding target; 65% are on target; 9% are not on target; and 21% are not measurable at this six month point. Below is a summary of the progress against the targets within the BMIP.

	Total	Exceeding Target	On Target	Not on Target	Information not Measurable
<b>Action Plan</b>					
<b><u>Service Objective 1</u></b> Provide strategic leadership to services and partners to deliver the shared vision and outcomes for Perth and Kinross	6	0	3	1	2
<b><u>Service Objective 2</u></b> Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services	4	1	2	0	1
<b><u>Service Objective 3</u></b> Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	10	0	4	2	4
<b><u>Service Objective 4</u></b> Provide an enabling governance framework to support and deliver the Council's legal and democratic responsibilities	9	0	6	1	2
<b>Improvement Plan Actions</b>	14	1	13	0	0
<b>TOTAL</b>	<b>43</b>	<b>2</b>	<b>28</b>	<b>4</b>	<b>9</b>

Performance indicators and improvement actions are monitored on a monthly basis by the Service's Senior Management Team and up to date information on the progress of some of these indicators is detailed under each of the Key Service Objectives below.

Performance indicators which are not measurable at the six month point are also excluded from this report.

## **Progress against Action Plan and Improvement Plan**

### **Action Plan Progress**

1. **Service Objective 1:**  
***Provide strategic leadership to services and partners to deliver the shared vision and outcomes for Perth and Kinross***

#### **On target**

- ❖ Service Workforce Plans have now been prepared and these are presently being analysed to identify common themes and corporate issues to inform the development of a new Corporate Workforce Plan in November.
- ❖ After successfully delivering the Local Government Elections in May 2012 and supporting the delivery of the induction programme for elected members, we continue to work with our colleagues in the Corporate Organisational Development Team to provide ongoing development sessions for elected members.

#### **Not on target**

- ❖ The percentage of salary grade bands where there is **less than** a +/- 3% pay differential between males and females (Council wide) has reduced. Previous figures related only to single status staff. The return now includes **all** staff groups and the reduction in relation to this indicator is as a consequence of three teacher grades showing a pay gap of more than 3%. However the reasons for these pay gaps were not on the grounds of gender, but due to length of service, job sizing and salary conservation. It is expected that this will be resolved with the passage of time and the removal of lifetime preservation for teachers in 2016.

2. **Service Objective 2:**  
***Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services***

#### **Exceeding target**

- ❖ The Council's performance in relation to payment of invoices within the statutory 30 day period has improved year on year and in the current year



we are well on our way to exceeding target. This is a council wide indicator that is facilitated by the Chief Executive's Service.

### **On target**

- ❖ The approved Treasury Management borrowing strategy for the year was to minimise exposure to risk, and designed to take advantage of shorter and longer term rates as opportunities arose throughout the year. Economic uncertainties and debt issues in Europe acted to keep UK interest rates low. Some new Public Works Loans Board borrowing was undertaken when the rates were favourable over a range of medium term repayment periods to smooth the maturity profile and to ensure an optimum position for the Council. All borrowing undertaken was on fixed rate terms. There was no premature repayment of debt undertaken in the year, due to the low level of interest rates which meant that rescheduling of debt was not cost-effective.
- ❖ There were no breaches of compliance within the lending policy during the year, and all Prudential Indicators were complied with during the year. As a result of the activities undertaken throughout 2011/12 the Council's plans remain affordable, prudent and sustainable.
- ❖ Colleagues in the Incomes Team, have been working closely with Service Finance Teams to provide a more efficient means of managing the Council's miscellaneous debts. Accounting for some £40m of income each year, new ways of working are providing efficiencies for all Services utilising, for example, Payment at Point of Sale. This approach asks customers to pay for their goods and services prior to delivery and avoids the need for billing, recovery and potential write-off activity.
- ❖ The Council has obtained an unqualified audit opinion in relation to the annual accounts for financial year 2011/12. Audit Scotland were, in the main, extremely complimentary of the staff and working papers that were in place to allow them to complete the audit within the statutory timescales

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

### **On Target**

- ❖ The average number of days lost per FTE within the Chief Executive's Service for the rolling 12 months to 31 August 2012 is 7.1 days which represents a year on year improvement since 2012/11. Human Resources and Employment Services continue to support managers across all Services to focus on a positive and proactive approach to managing health and attendance. Human Resources, in conjunction with the Corporate

Organisational Development Team, has delivered e-learning material and workshops to share best practice and to ensure managers make best use of the tools and support available to them. Our focus is to encourage managers to support employees when they are off sick, facilitate an early return to work where possible and ensure a robust approach to managing absences.

- ❖ We have increased the number of staff participating in the corporate communications emergency “out-of-hours” rota - not only is this beneficial to staff in terms of their own personal development, the increase in the number of well trained staff on the rota provides improved levels of cover.
- ❖ We have worked with Services and with external organisations to assist with the design and delivery of many campaigns and projects, including winning the competition to design the logo and brand for the Scottish Cities Alliance. We designed the banners which were displayed in Perth for the visit of Her Majesty The Queen - one of which subsequently appeared in a photograph on the British Monarchy’s official website. We have worked closely with the Council’s New Media Team on the design of pages for the Council’s new website which is due to be launched at the beginning of next year. We designed an interactive web based portable document file (pdf) for the Council’s Planning and Regeneration Team, the purpose of which is to promote inward investment to Perth and Kinross by providing information on the environment, transport links, quality of life, tourism, etc.
- ❖ In February 2012, the Council committed £250,000 per annum to deliver 250 new Modern Apprenticeships and 30 new Professional Traineeships over the next 5 years to help tackle youth unemployment. We currently have a total of 60 Modern Apprentices; 57 with the Council with a further 3 employed by Live Active Leisure. This represents a significant increase in the number of young people entering a high quality training programme which improves their prospects for finding suitable employment. Over the next 6 months we will be recruiting Modern Apprentices in the areas of Youth Work, School Laboratory Technicians, Communications/PR and Chief Executive Directorate support. To date a total of 9 Professional Trainees/Craft Apprentices have been recruited for the Environment Service, Human Resources and Housing & Community Care with further Professional Traineeships due to commence in Legal Services and Planning and Regeneration later in the year.

#### **Not on target**

- ❖ We continue to work on reducing the number of days taken from first approval of a vacancy to a formal job offer being made. The number of days taken is currently in excess of target, however, the reason for this is largely due to a recent recruitment drive for 22 Modern Apprentice posts, where the time taken from first approval of the vacancies to formal job offers being made has been measured against the time taken for the **last** post filled.

- ❖ Managers have been instructed to give priority to the completion of ERDs and it is anticipated that there will be a significant improvement by the year end.

#### **4. Service Objective 4**

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

##### **On target**

- ❖ FOI requests have risen by 14% since last year with performance being maintained. The Chief Executive recently met the new Scottish Information Commissioner who commended the approach of Perth and Kinross Council in respect of freedom of information.
- ❖ Arrangements are on target for the introduction of the new Scottish Public Sector Ombudsman's complaints system.

##### **Not on target**

- ❖ The number of weeks taken to deal with Licensing Board applications for variation is below target. Once again, however, this indicator has been skewed by the length of time taken (20 weeks) for one application to be considered. This was as a result of difficulties in securing a quorum at the Licensing Board (the Licensing Board consists of 10 elected members with a minimum of 5 elected members being required for a quorum). Difficulty in securing a quorum is an ongoing issue and regular discussions take place with elected members to try to resolve this.

##### **Improvement Plan Progress**

- ❖ We are making good progress against the commitments within the BMIP Improvement Plan, as follows:-
  - We have established short life working groups to further develop our approach to benchmarking activity to improve performance and to develop a more systematic approach to customer feedback.
  - A second Human Resources & Employment Services survey was carried out in June 2012 to seek the views of managers and employees both on the service they receive and on the employment information which is published on ERIC – the Council's intranet site. The results of the survey indicate a significantly higher level of customer satisfaction in comparison to the previous year.
  - A corporate Facebook page has been set up and Facebook and Twitter have been publicised online and in Perth & Kinross News. The Twitter account has been validated and is now being used as a 2-way

communications channel. Social media guidelines are now available and have been used by three service teams seeking to engage through social media. As at 13 September 2012, the Council has 67 Facebook friends and 2,514 Twitter followers.

- A review was undertaken of Internal Audit's Terms of Reference, in accordance with CIPFA's Code of Practice for Internal Audit in Local Government in the UK. The review confirmed the increased scope of internal audit activity within the Council, providing a risk based internal audit service that extends to the entire control environment of the Council. The team has expanded its role with an increasing volume of investigations and consultancy work, as well as work with partner organisations.
- The Council's employee self service portal, MyView, allows employees to view and update their personal information such as address, bank detail and emergency contacts. This access includes the ability to view, print and save e-payslips and P60 tax documents. To realise the efficiencies identified in the project, we stopped producing paper payslips from September for those employees with access to MyView. This will reduce costs of stationery and postage as well as staff time for printing and distribution of the paper payslips. During the first six months of 2012/13, we have completed the roll out of MyView travel and subsistence claims to all Single Status staff. This process allows an employee to submit their expenses electronically and have the claim sent electronically to their manager for authorisation.
- Work is in progress on two service reviews:- (i) Accountancy and Exchequer Functions (Non-Payroll) across the Council and (ii) Legal Services.
- Arrangements to meet short term resourcing requirements, including the use of agency and supply workers, have been reviewed and the new arrangements implemented with effect from 1 October 2012.
- We are developing a model for supporting decision-making based on the Scottish Government's publication "Right First Time".

## Action Plan Exceptions

### Where we are on track to exceed our target

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 12/13	Performance			Trend	Comments on performance
				10/11	11/12	12/13		
<u>Service Objective 2</u> Council Financial Regulations	Support all Council Services in managing and accounting for the Council's financial resources (Head of Finance)	% of invoices paid within 30 days (SPI)	90%	89%	91.1%	93% (Aug 12)	↑	Based on current performance, we are well on our way to exceeding target.

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

### Where we are not on track to meet our target

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 12/13	Performance			Trend	Comments on performance and improvement actions
				10/11	11/12	12/13		
<u>Service Objective 1</u> Equal Pay Act	Ensure the Council has an equal pay compliant pay and grading structure (Head of Human Resources)	% of grade bands where there is less than a +/- 3% pay differential between males and females (Council wide)	100%	100%	93.3%	93.3% (Mar 12)	↓	Figure as at 31 Mar 2012. Previous years figures were for single status staff only and a 100% target was achieved. This year's figure includes all staff groups of which three Teacher grades showed a pay gap of more than 3%. Previously the PI was reported where there was a gap of +/-5%, however, this was reduced to +/-3% as we were achieving the 100% target for single status staff.

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 12/13	Performance			Tren d	Comments on performance and improvement actions
				10/11	11/12	12/13		
<u>Service Objective 3</u> Council HR Strategy	Maintain and develop the corporate framework for recruitment and selection ( <i>Head of Finance and Head of Human Resources</i> )	Time to hire (days) from approval of vacancy to formal job offer made (Council wide)	55 days	50 days	55.5 days	57.1 Days (Aug 12)	↓	This PI has been skewed by “bulk advert” posts being “measured” by the last post hired. For example, 22 Modern Apprentice posts were advertised on the portal as one post, but not all posts were interviewed and appointed at the same time. We are working with COSLA to provide a more accurate PI for each post.
<u>Service Objective 3</u> Council HR Strategy	Deliver proactive management practices that support staff development within the Service ( <i>All Heads of Service</i> )	Employee Review and Development completion within the Service	90%	68%	69%	66% (Aug 12)	↓	This figure represents the 12 month rolling period to 31 August 2012. Managers have been instructed to give priority to the completion of ERDs and it is anticipated that there will be a significant improvement by the year end.
<u>Service Objective 4</u> Legislation	To carry out the quasi-judicial functions of the Council to fulfil its statutory responsibilities ( <i>Head of Legal Services</i> )	Number of weeks taken to deal with licensing board applications for variation	11 weeks	14 weeks	10.9 weeks	13.75 weeks		One out of eight applications took 20 weeks to be dealt with. This was as a result of difficulties securing a quorum for the application to be dealt with at the Licensing Board.

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

## Improvement Plan Exceptions

### Where we are on track to exceed our target

HGIOC area for Improvement	Link to service objective	Action and outcome (Lead responsibility)	Delivery timescales	Comments on progress
Impact on the Community	Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications.	Develop the Council's use of social media ( <i>Head of Democratic Services</i> )	October 2012	The action plan is well underway with progress ahead of that initially anticipated - a corporate Facebook page has been set up and Facebook and Twitter have been publicised online and in Perth & Kinross News. The Twitter account has been validated and is now being used as a 2-way communications channel. Social media guidelines are now available and have been used by three service teams seeking to engage through social media. As at 13 September 2012, the Council has 67 Facebook friends and 2,514 Twitter followers.

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