

**PERTH AND KINROSS COUNCIL****Strategic Policy and Resources Committee  
Scrutiny Committee****11 June 2014****Chief Executive's Service  
Joint Business Management & Improvement Plan  
and Annual Performance Report****Report by Chief Executive****PURPOSE OF REPORT**

This report presents the Joint Business Management and Improvement Plan 2014/15 and Annual Performance Report 2013/14 for the Chief Executive's Service

**1. BACKGROUND/MAIN ISSUES**

- 1.1 Service Joint Business Management and Improvement Plans and Annual Performance Reports are a core element of the Council's Service Planning Framework.
- 1.2 This report presents the Chief Executive's Service Annual Performance Report for the period 2013/14 and the Business Management and Improvement Plan for the period 2014/15.
- 1.3 The essential role of the Chief Executive's Service is to provide strategic leadership to the Council and to support other Services to deliver the five strategic objectives and key local outcomes as set out in the Council's Corporate Plan 2013/18.
- 1.4 The Chief Executive's Service Annual Performance Report 2013/14 reviews Service progress over the past year in meeting the targets and commitments set out in the Chief Executive's Service Business Management and Improvement Plan 2013/14.

**2 PROPOSALS**

- 2.1 The Chief Executive's Service has continued to provide strategic leadership to the Council and partners to deliver the shared vision and priorities for Perth and Kinross. This includes the role the Chief Executive has in continuing to progress public service reform, leading the Council through this sustained period of financial austerity, ensuring the effective use of resources and delivering value for money services. The Chief Executive's Service will continue to support services on their ambitious transformation programmes and in delivering the necessary changes in terms of governance, understanding the legislative context, effective communication, workforce planning and financial planning.

- 2.2 This year the Service will also support the delivery of high profile events such as the Queen's Baton Relay, the Scottish Independence Referendum, the Ryder Cup and the Junior Ryder Cup, as well as key corporate activities.
- 2.3 To ensure that we continue to improve outcomes and that we have the capacity to respond effectively to increasing demand within a challenging financial environment the Chief Executive's Service Business Management and Improvement Plan 2014/15 sets out our change and improvement programme.

### 3 CONCLUSION AND RECOMMENDATION

- 3.1 The Joint Business Management and Improvement Plan and Annual Performance Report details progress against the Service's targets and improvement actions over the last year and sets out how the Service will lead and support other Council Services to take forward the strategic objectives and local outcomes set out within the Corporate Plan 2013/18.
- 3.2 It is recommended that –
- (a) the Strategic Policy and Resources Committee approves the Chief Executive's Service Joint Business Management and Improvement Plan 2014/15 and Annual Performance Report 2013/14;
  - (b) The Scrutiny Committee scrutinises and comments as appropriate on the Chief Executive's Service Joint Business Management and Improvement Plan 2014/15 and Annual Performance Report 2013/14.

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#### Approved

Name	Designation	Date
<b>Bernadette Malone</b>	<b>Chief Executive</b>	<b>23 May 2014</b>

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	<b>Yes</b>
Corporate Plan	<b>Yes</b>
<b>Resource Implications</b>	
Financial	<b>None</b>
Workforce	<b>None</b>
Asset Management (land, property, IST)	<b>None</b>
<b>Assessments</b>	
Equality Impact Assessment	<b>None</b>
Strategic Environmental Assessment	<b>None</b>
Sustainability (community, economic, environmental)	<b>None</b>
Legal and Governance	<b>None</b>
Risk	<b>None</b>
<b>Consultation</b>	
Internal	<b>Yes</b>
External	<b>None</b>
<b>Communication</b>	
Communications Plan	<b>None</b>

### 1.1 Strategic implications

This report supports the delivery of the Community Plan, Single Outcome Agreement and Corporate Plan objectives.

### 1.2 Consultation

The Executive Officer Team has been consulted in the development of this report.

## 2. BACKGROUND PAPERS

The background papers referred to within the report are:

Chief Executive's Service Joint Business Management and Improvement Plan 2014/15 and Annual Performance Report 2013/14

## 3. APPENDICES

**Appendix 1:** Chief Executive's Service Joint Business Management and Improvement Plan 2014/15 and Annual Performance Report 2013/14.



# **Appendix 1**

## **CHIEF EXECUTIVE'S SERVICE**

### **BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2014/15 & ANNUAL PERFORMANCE REPORT 2013/14**

# CONTENTS

	Page no.
<b>Introduction</b>	2
<b>Vision, strategic objectives and local outcomes</b>	3
<b>The golden thread</b>	4
<b>Securing the future</b>	
Service objective 1	5
Service objective 2	8
Service objective 3	10
Service objective 4	12
<b>Organised to deliver</b>	
Governance and Management Structure of the Service	15
Our Delivery Principles	16
Developing Our People	17
Partnership Working	18
Financial/ Resource Management	19
Performance, Self Evaluation and Risk Management	20
Health and Safety	21
Customer Focus and Engagement	22
<b>Service improvement plan</b>	23

## INTRODUCTION

### **Welcome to the Chief Executive's Service Business Management and Improvement Plan (BMIP) for 2014/15**

The Chief Executive's Service plays an essential role in providing strategic leadership to Services and partners to deliver the Council's agreed strategic objectives. This includes both guidance on decision making and an enabling governance role which supports Services to achieve their priorities.

In these challenging financial times the Chief Executive's Service continues to ensure effective resource management, while supporting Services to deliver on their ambitious transformation programmes. These programmes will ensure resources are targeted at achieving the Council's objectives and at providing the best possible outcomes and services for our communities.

We are in a period of significant change. A key driver in all that we do is the public service reform agenda. The introduction of the Public Bodies (Joint Working) (Scotland) Act 2014 and Children and Young People (Scotland) Act 2014 mean that the way services are delivered will change significantly. The Chief Executive's Service will continue to support Services in delivering these changes in terms of governance, understanding the legislative context, effective communication, workforce planning and financial planning.

This year the Service will also support the delivery of many key activities, including the Ryder Cup, the Junior Ryder Cup and the Queen's Baton Relay. The Service will deliver the European Parliamentary Election and the Scottish Independence Referendum throughout Perth and Kinross. We will also support the Perth Office Programme, which will impact on staff and elected members currently located in 2 High Street, Perth who will be relocated to other Council offices within Perth.

In delivering services and maintaining standards in these challenging times, managing and developing our workforce is a fundamental part of ensuring we are fit for the future. We recognise that staff are our greatest asset and the Chief Executive's Service supports Services in nurturing talent, recognising skills and encouraging innovation at all levels.

The Service actively promotes the attractions of Perth and Kinross to visitors and residents alike particularly through the office of the Provost and in partnership with others.

This BMIP sets out our future priorities. The Service will deliver these priorities whilst maintaining a focused leadership role and working closely with elected members, Services and partners.

# VISION, STRATEGIC OBJECTIVES AND LOCAL OUTCOMES

## THE COUNCIL'S VISION

The Council's Corporate Plan clearly sets out the vision for our area, our communities and our people.

*"Our vision is of a confident and ambitious Perth and Kinross with a strong identity and clear outcomes that everyone works together to achieve. Our area will be vibrant and successful; a safe, secure and healthy environment; and a place where people and communities are nurtured and supported."*

## THE COUNCIL'S STRATEGIC OBJECTIVES

From the vision, there are five strategic objectives which inform decisions about policy direction and budget spending. The strategic objectives within the Council's Corporate Plan are:

1. Giving every child the best start in life
2. Nurturing educated, responsible and informed citizens
3. Developing a prosperous, inclusive and sustainable economy
4. Supporting people to lead independent, healthy and active lives
5. Creating a safe and sustainable place for future generations

Together, the vision and strategic objectives will support delivery of the Community Planning Partnership's Single Outcome Agreement for 2013 - 2023 by helping us to focus on the 12 local outcomes that will achieve meaningful improvements for the area, our local communities and our citizens.

## CHIEF EXECUTIVE'S SERVICE

The Chief Executive's Service will support the delivery of all the above strategic objectives through its leadership role and through its work with elected members, Services and partners.

The four Service objectives are as follows:

1. Provide strategic leadership to the Council and partners to deliver the shared vision and outcomes for Perth & Kinross
2. Ensure the Council's resources are efficiently utilised and support Services and partners to transform and deliver value for money services
3. Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications
4. Provide an enabling governance framework to support and deliver the Council's legal, financial and democratic responsibilities

## THE GOLDEN THREAD

The Golden Thread illustrates how the Service's objectives align with the National Performance Framework, Perth & Kinross Community Planning Partnership's Single Outcome Agreement, the Council's Corporate Plan, and other Services' Business Management and Improvement Plans, as well as being reflected within Team Plans across the Chief Executive's Service.

Staff within the Chief Executive's Service support the delivery of the Council's strategic objectives through their strategic leadership role and the professional services they provide to other parts of the Council or to partners. We also provide a range of services direct to the public, such as licensing, elections and registration of births, deaths and marriages.

Given the nature of the services provided by the Chief Executive's Service, we recognise the importance of ensuring our staff understand the "bigger picture", including improving outcomes for our communities, the dynamic forces affecting public services and how the Council's strategy takes all of this into account. These messages are reinforced through the Council's communications with staff, prospective recruits and customers.

Within the Chief Executive's Service, the Golden Thread concept is used to create a narrative for our staff which ensures we all can see the link between our jobs and what the Council is seeking to achieve. This involves utilising varied opportunities to explore how the services provided by staff within Finance, Human Resources, Legal and Democratic Divisions connect to the "front line". Delayed Office Opening sessions, team meetings, Employee Review and Development meetings, visits to other Council Services and sharing the stories from Securing The Future Awards are some of the means of reminding our staff within the Chief Executive's Service that we all contribute to the delivery of services and better outcomes for the people who live and work in Perth and Kinross.

The following diagram demonstrates how our plans and process come together.



## CHIEF EXECUTIVE'S SERVICE OBJECTIVE 1

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

(Net cost of objective: £755,000)

#### Performance summary 2013/14

The Chief Executive's Service has provided strategic leadership and support to Services and partners in delivering transformational change and improvement in working with Services in response to new legislation, such as the Public Bodies (Joint Working)(Scotland) Act 2014, and the Community Empowerment Bill, and in planning and managing major capital projects, such as the A9/A85 junction. The Service has also supported the Council's regeneration agenda.

The Service has promoted the corporate governance framework which ensures robust decision making through the democratic and management processes. A series of guides and training have been developed for elected members covering aspects of their engagement and involvement with development management planning, employment appeals, media awareness and handling.

We have secured strong positive messages in respect of the Junior Ryder Cup, the Ryder Cup and the Queens Baton Relay and the Legacy associated with these international events. We have also supported services with their communication strategies in respect of Evidence2Success, the Library Services review, Welfare Reform and other projects. We have encouraged debate around the Scottish Independence Referendum.

The security requirements for IT connection to the Public Services Network were made significantly stricter in 2013. In conjunction with the IT Division of Education & Children's Services, we undertook considerable work locally and nationally to ensure the Council was able to achieve compliance. We have also established an approach and timetable for the Council's compliance with the Public Records (Scotland) Act 2011.

We have updated the Medium Term Financial Plan for 2013/14 which represents the Council's corporate priorities within the current fiscal environment. Good practice in financial management was highlighted by Audit Scotland in their annual performance review.

The Corporate Workforce Plan was approved in April 2013. It sets out the workforce planning priorities for forthcoming years. The Council's Workforce Management approach supports the delivery of efficiencies and transformation of Council services including a successful Voluntary Severance Scheme.

Since 2012 we have supported Services in providing 114 opportunities for young people to gain vital work experience and a recognised qualification through our Modern Apprenticeship and Graduate Trainee programmes in support of the Council's commitment to employability. We have introduced a Job Academy which gives priority consideration to Modern Apprentices who have completed their vocational qualification or are job ready for entry level vacancies within the Council.

We will continue to promote the skills, behaviours and attributes required for the modern public service worker of the future and embed these within our employment framework.

## **Key areas for development 2014/15**

- Provide strategic leadership and support in respect of the preparation of the Integration Scheme and Strategic Plan for the new Health and Social Care Partnership Arrangements which will require to be in place for April 2015
- Gain approval for the Council Records Management Plan from the Keeper of the Records of Scotland to comply with the Public Records (Scotland) Act 2011
- Develop closer working relationships between the Licensing Board and the Alcohol and Drugs Partnership
- Develop mechanisms for tracking the Council's reputation
- Develop recruitment and retention strategies to meet workforce requirements
- Create work experience placements for graduates as part of the Council's commitment to reduce youth unemployment

**SERVICE OBJECTIVE 1  
KEY PERFORMANCE INDICATORS**

Indicator (Source)	Target 2013/14	Performance			Comments on performance during 2013/14	Targets		
		11/12	12/13	13/14		14/15	17/18	22/23
% of elected members satisfied that ongoing development sessions provide them with the skills they require	100	New indicator		93	A total of 44 sessions took place in 2013/14. Senior Management Teams and Elected Members are regularly asked to suggest topics for inclusion in the programme.	100	100	100
% of Modern Apprentices (MAs) with a positive outcome when they left the programme	-	Updated indicator			New indicator for 2014/15	80	80	To be determined

## CHIEF EXECUTIVE'S SERVICE OBJECTIVE 2

Ensure the Council's resources are efficiently utilised and support Services and partners to transform and deliver value for money services (Net cost of objective: £4,078,000)

### Performance summary 2013/14

We have supported the delivery of services and transformation through sound financial management, workforce management including engagement with our trade unions, and proactive communications.

The Service is responsible for the Council's successful Medium Term Financial Plan incorporating Revenue and Capital Budget processes and also a robust Treasury Management Strategy. We ensure effective monitoring and reporting of budgets, including capital and treasury activity.

The Service continues to encourage effective records management. In particular, we have provided guidance and support to the Perth Office Programme regarding paper rationalisation, off-site storage and document scanning. We also lead the project to implement electronic document management across the Council.

We have implemented a range of health and wellbeing initiatives designed to enhance health and wellbeing and improve attendance. These have included Health Promotion Week in September 2013, a Flu Vaccination Programme in partnership with NHS Tayside and local pharmacies, an extension of the Physiotherapy Service, and Personal Resilience Training. Sickness absence levels were reduced to an average of 8.9 per FTE across the Council workforce – this represents an overall reduction from 9.3 days in 2012-13.

We have encouraged our customers and partners to "channel shift" when communicating with the public. Examples include emailing invoices and payment remittances to customers.

### Key areas for development 2014/15

- Commence the implementation of electronic document management across the Council
- Work with Services to achieve bronze accreditation for Healthy Working Lives
- Work with Services to achieve a continued reduction in sickness absence levels through a proactive and positive approach, including a focus on supporting employees with mental health conditions
- Procure and implement an electronic committee management system
- Promote the appropriate use of benchmarking within the Service

**SERVICE OBJECTIVE 2  
KEY PERFORMANCE INDICATORS**

Indicator (Source)	Target 2013/14	Performance			Comments on performance during 2013/14	Targets		
		11/12	12/13	13/14		14/15	17/18	22/23
% of invoices paid within 30 days (SPI) <i>(SOLACE Benchmarking PI)</i>	94	91.1	93.4	94.3	Target has been achieved through continuous monthly monitoring and system improvements and efficiencies	94	94	94
The Council's consolidated loans fund (CLF) rate (%)	3.5	3.7	3.57	3.4	This figure has reduced from the previous year as a result of prudent treasury management together with the Council's strategy of deferring long term borrowing in order to reduce the level of investments.	3.3	3.5	4
The average number of working days lost per employee through sickness absence for: The Chief Executive's Service	6	7.2	6.2	6.8	This figure has increased as a result of a higher number of long term sickness absences some of which relate to chronic health conditions.	6.5	5.8	To be Determined
% of communications plans developed by Corporate Communications which achieve their stated objectives within their assigned budget	90	New indicator		100	Five communications plans have been completed since this indicator was added. Of these, four met their objectives within budget. One met one of its objectives but could not be fully evaluated as the objectives were altered by the Service.	93	95	98

## CHIEF EXECUTIVE'S SERVICE OBJECTIVE 3

Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications  
(Net cost of objective: £1,416,000)

### Performance summary 2013/14

We continue to provide high quality professional services which support the delivery of corporate priorities, such as welfare reform; health and social care integration, Children & Young People (Scotland) Act, Community Empowerment Bill, Perth Theatre re-development, Ryder Cup legacy, digital connectivity, school estate development, transformation agenda, regeneration and employability.

We have reviewed the HR Service delivery model to ensure it is more customer-focused and relevant to the needs of the Council. We have introduced mediation as a means of achieving early resolution of employment disputes. We have also reviewed the Employee Code of Conduct to ensure it is accessible and more relevant to staff.

Following a successful pilot within the Service, we created guidance to encourage Job Shadowing across the Council as a means of sharing knowledge and experience, connecting with customers and inspiring staff to be creative and innovative in their approach to work.

The Service actively promotes the use of "Payment at Point of Sale" (PaPoS), which allows front line services to recover income when the goods or services are provided, rather than extending credit and having to incur debt recovery costs, through raising invoices, reminders and ultimately legal action or write-off.

We have delivered training to client groups on a range of professional subjects and in different ways, including a web chat for staff on Self-Directed Support.

### Key areas for development 2014/15

- Deliver a new corporate induction programme
- Deliver a revised Employee Review and Development Scheme
- Undertake a review of Registration Services
- Undertake a review of the Corporate Communications function

**SERVICE OBJECTIVE 3  
KEY PERFORMANCE INDICATORS**

Indicator (Source)	Target 2013/14	Performance				Comments on performance during 2013/14	Targets		
		11/12	12/13	13/14	14/15		17/18	22/23	
% of payroll payments made on time and free of notified errors	99.7	99.7	99.7	99.7	99.7	Payroll continues to record a high level of accuracy. To maintain this level, Payroll regularly undertakes a detailed analysis of the errors and, where appropriate, updates processes or issues reminders.	99.7	99.8	99.8
% of registration of births, deaths, marriages and civil partnerships with no errors	98	97.2	97.8	98.2	98.2	Indicators are based on calendar year, i.e. indicator 12/13 is for 2013	99	99	100
% of customers satisfied with civil marriages/partnership ceremonies outwith the Registrar's premises.	100	99.9	99	100	100	Indicators are based on calendar year, i.e. indicator for 12/13 is for 2013	100	100	100
% Employee Review and Development completion within the Service	80	69	67	72	72	There is an improvement in performance when compared with last year. Managers are committed to conducting E.R.D. meetings with staff – timing may vary outwith the annual cycle due to extended absence, and timing of service reviews.	90	90	90
Time to hire (days) from approval of vacancy to formal job offer made (Council wide)	50	55.5	52.5	46	46	Target has been met. This reduction partly reflects risk assessments that have been carried out by some managers in Education & Children's Services in order to start candidates before completion of all employment checks.	46	46	45
% of all actions raised within 28 days of receipt of full instructions	100	100	100	100	100	100% performance achieved year on year	100	100	100
Democratic Core Cost per 1,000 population (£) ( <b>SOLACE Benchmarking PI</b> )	19,670	19,670	20,500	See comment -	20,500	This information will not be available until the Improvement Service publishes the 2013/14 information. Publication is currently scheduled for October / November 2014.	-	21,504	23,742

## CHIEF EXECUTIVE'S SERVICE OBJECTIVE 4

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

(Net cost of objective: £3,844,000)

### Performance summary 2013/14

We ensure legal and financial compliance for the Council and promote best practice to meet organisational needs and facilitate the delivery of corporate priorities. We ensure the Council's employment policies and practices promote the public sector equalities duties.

The Service has updated the Council's governance arrangements to ensure they remain relevant and fit for purpose.

We substantially delivered the agreed 2013/14 Internal Audit Plan and have reviewed compliance with the Public Sector Internal Audit Standards.

We have taken the third Annual Workforce Report to Council which ensures members are advised of progress in our people management and organisational development arrangements, and priorities for the forthcoming year.

### Key areas for development 2014/15

- Review the Council's Fraud and Corruption policies in the context of the Bribery Act
- Support the Council's newly formed Integrity Group in its objective of combating serious and organised crime
- Undertake a review of the Media & Policy and Social Media Guidelines

**SERVICE OBJECTIVE 4  
KEY PERFORMANCE INDICATORS**

Indicator (Source)	Target 2013/14	Performance			Comments on performance during 2013/14	Targets		
		11/12	12/13	13/14		14/15	17/18	22/23
% of audits undertaken in accordance with the approved plan	85	82	43	92	During 2013/14, Internal Audit completed the backlog from 2012/13 and undertook additional unplanned work. For the two remaining planned assignments which are yet to be reported, testing has been completed for both and draft reports are in discussion with management.	100	100	100
% Compliance with the Council's approved Treasury Policy Statement	100	100	100	100	100% performance achieved year on year.	100	100	100
% of Civic Licences issued within 6 weeks of the application	64	63.8	67.7	82.5	638 applications from a total of 773 were granted in under 6 weeks. Applications which are delayed as a result of applicant failure to supply information are now no longer included in the calculations. This accounts for the improved performance. When that information is included the annual performance figure is 74%.	85	To be determined	To be determined
% of Private Landlord registration applications processed	98	98	98	98	Performance remains consistently high in this area.	98	98	98
% of FOI requests responded to within 20 days of receipt	95	95.5	94	94.5	Of the 1249 requests received in 2013, 69 were late	95	95	95
% of Front Line Complaints resolved in 5 working days	Baseline to be determined	<b>New indicator</b>		53	444 Front Line Complaints were resolved in 5 working days out of the 838 received. A further 180 (21%) were resolved in 10 working days.	60	80	95
% of Investigation Stage Complaints resolved in 20 working days	Baseline to be determined	<b>New indicator</b>		43	36 Investigation Stage Complaints were resolved in 20 working days out of the 83 complaints completed. A further 19 (23%) were resolved in 30 working days.	50	75	95
Number of weeks taken to deal with licensing board applications for variation	11	10.9	12.2	13.42	24 applications were dealt with in 2013/14. Because of volume of business at Licensing Board meetings, one application had to be deferred and so took longer than normal to process.	11	To be determined	To be determined

Indicator (Source)	Target 2013/14	Performance			Comments on performance during 2013/14	Targets		
		11/12	12/13	13/14		14/15	17/18	22/23
Achieve performance standards set by Electoral Commission	Baseline to be determined		New indicator	-	No electoral events during 2013/14	100	To be determined	To be determined

## ORGANISED TO DELIVER

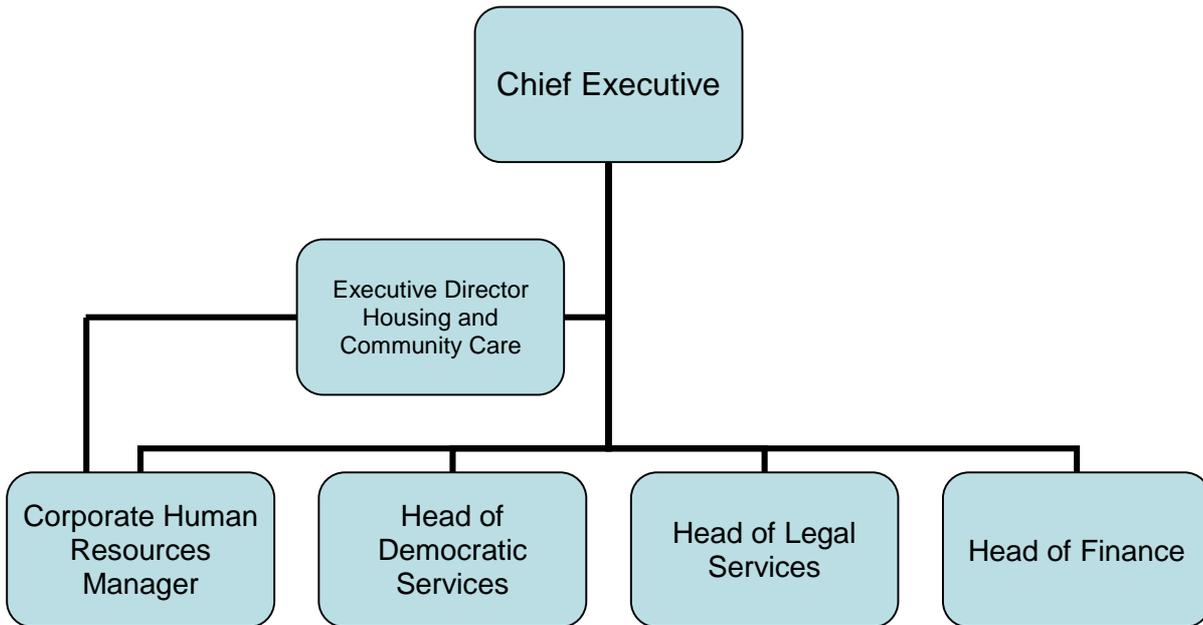
This section of the BMIP outlines how the service is structured and how it will deliver on the objectives and local outcomes identified.

### GOVERNANCE AND MANAGEMENT STRUCTURE OF THE SERVICE

The Chief Executive's Service is organised across four key Divisions:

<p><b>Karen Donaldson</b> Corporate Human Resources Manager</p>	<p><b>Human Resources</b> Human Resources provides leadership, advice and support on the Council's workforce requirements, employment framework and the most effective management of our people. We have a lead role in reshaping the workforce, promoting modern ways of working, developing talent within the workforce and facilitating service re-design, re-structuring and transformation. Another key role is to build a high performing culture through people by promoting a positive approach to health and wellbeing, attendance and individual performance as well as early dispute resolution. We support the delivery of the Council's employability agenda through the Modern Apprenticeship Programme and Work Experience Placements.</p>
<p><b>Ian Innes</b> Head of Legal Services</p>	<p><b>Legal Services</b> We are the Council's legal advisers. We carry out a wide range of legal work arising from the decisions and activities of the Council. This includes conveyancing, litigation, research and advice, contract work, employment matters and monitoring new legislation and case law. We are also responsible for licensing, freedom of information, data protection, information security, records management and corporate complaints. Legal Services has a particular responsibility for ensuring that the Council acts legally in an environment in which the public has ever-increasing rights of challenge in respect of the actions of public authorities. We also provide training on new law.</p>
<p><b>Gillian Taylor</b> Head of Democratic Services</p>	<p><b>Democratic Services</b> Democratic Services supports and manages the democratic and decision making processes of the Council and associated partnership arrangements, and in doing so ensures the Council meets its statutory duties. We support the Provost, Depute Provost and elected members to ensure that they are able to carry out their duties efficiently and effectively. We also support community councils to enable them to carry out their statutory and other duties. We support the Chief Executive in her role as Returning Officer by managing the delivery of elections and referenda at local level. We also act as a direct service provider in respect of the Registration Services. We have lead responsibility for developing and implementing the communications strategy for external/internal communications, engaging with the media and graphic design.</p>
<p><b>John Symon</b> Head of Finance</p>	<p><b>Finance</b> We provide a diverse range of financial services in support of the Council's key objectives. This includes the development of budget strategy; the coordination and corporate monitoring of the Council's revenue and capital budgets; the payment of suppliers; income collection; banking; treasury management and insurance services; integrated payroll, staffing and recruitment services and the provision of Internal Audit. Support is provided both through centralised and specialist teams and by colleagues working directly within frontline services. The Finance Division has particular responsibility for ensuring sound financial stewardship and for supporting the Council to meet the challenge of delivering excellent services during a time of financial constraint. We also support the governance of the Council through our Internal Audit function.</p>

## SERVICE ORGANISATIONAL CHART



## OUR DELIVERY PRINCIPLES

The Service relies on integrated professional practice across all its Divisions. The Service also works with other corporate teams based within other Services such as Corporate Organisational Development, Corporate Information Technology, Corporate Health, Safety and Wellbeing, Corporate Asset Management to deliver customer-focused services and continuous improvement. Public service reform has fostered greater collaborative working with our partners – as such, the Council's Services have relied on the Chief Executive's Service to address the complex governance issues associated with inter-agency working.

The Service's workforce is based predominantly within the Council Building, 2 High Street, Perth with some teams based in other Council sites throughout Perth and Kinross, such as registration services. Improving customer focus continues to be a priority for the Service. This is achieved through the co-location of some services to be physically close to our customers as well as developing our approach to customer feedback, consultation and relationship management. The creation of the HR Hub in Pullar House has provided on site HR advice and support where a high proportion of our customers are based. The wider deployment of improved technology will make it easier for staff to touch down and work from any Council workstation, including community campuses.

Strategic leadership and high quality professional support are key functions of the Service – these require continuing investment in ensuring that staff within the Chief Executive's Service understand the challenges facing the Council and the public sector as a whole. Our role also enables us to raise awareness and develop skills across the workforce on financial, legal, people, communications and democratic matters which in turn promote early resolution, employee and community engagement and effective decision-making. This investment in building capacity within our workforce helps us to ensure we are innovative and creative and helps us to focus on key corporate priorities, make best use of resources and deliver the best possible outcomes.

## DEVELOPING OUR PEOPLE

We recognise that our people are our most valuable asset, and it is through their commitment and expertise that the Council will effectively support the achievement of better outcomes for all, at every life stage.

A wide range of people practices are in place to provide leadership and direction, ensure services are organised to deliver, keep colleagues informed and contributing to Council business, support learning and skills development, sustain effective employment relationships, extend collaborative working and promote health and wellbeing.

Building on existing approaches, we will continue to evolve the cultural conditions to support modern ways of thinking and working which promote continuous improvement and innovation.

The Chief Executive's Service currently employs 237 employees, which equates to 212 full time equivalent (FTE) employees, who undertake a diverse range of strategic, professional and administrative roles at a budgeted cost of approximately £7,785,000 in 2014/15 including employer's on-costs.

The Chief Executive's Service has a strong track record of providing training opportunities for young people. The Service currently employs a total of 4 modern apprentices and 3 graduate trainees.

We recognise that our employees are our greatest asset and that we will only be able to achieve the Council's objectives and local outcomes with the highest standards of leadership and the support of a highly motivated and flexible workforce.

Over the last year, the Chief Executive's Service has built on the energy and enthusiasm generated by the Connecting, Inspiring and Creating Conference by creating opportunities for staff to make the connection between their work and the difference we make to people's lives in Perth and Kinross. This happened on a service wide basis at a Delayed Office Opening session when guest speakers from Education & Children's Services and Housing & Community Care shared their improvement and transformation experiences through the Early Years Collaborative and the Homelessness Service. Their powerful and emotional stories of achieving better outcomes helped staff across the Chief Executive's Service connect with front line service delivery and reflect on different improvement methodologies. At a Divisional level for example, Human Resources used the local outcomes set out in the Corporate Plan to realign its priorities within its work plan and enable staff to see their contribution. Team events included a variety of exercises to encourage a can-do approach which were designed to enhance customer service, enabling governance and effective use of resources.

Our key priorities for workforce development over the next three years are:

- ◆ The budget savings required for 2014-15 and 2015-16 will require reduced staffing levels and the Service will continue to manage this reduction through robust vacancy management, efficiency reviews and voluntary severance/early retirement.
- ◆ 37% of the Service's workforce is over 50 years old whilst only 5% of our workforce is under 24 years of age. When compared with the last year, this is a 5% increase in the proportion of our workforce who are aged over 50 and a 1% increase in the proportion who are aged between 16 and 24 years old. A key challenge continues to be developing a more balanced age profile within the Service, increasing the number of younger employees through Modern Apprenticeships, Graduate Traineeships and developing more entry levels posts, whilst simultaneously creating opportunities for employees to leave the organisation by way of voluntary severance, flexible or early retirement. The recent voluntary severance scheme will see 8 employees leave voluntarily on various dates through to March 2015.

- ◆ The Service recognises that embracing modern ways of working is fundamental to a successful workforce planning approach. Modernising our working practices is not only about structures, processes and technology but requires a significant investment in workforce development. This means developing new skills, sharing co-locations to deliver outcomes with our partners, engaging effectively with our staff, encouraging flexibility and adaptability and being much more innovative and creative in supporting our people to assume new roles and responsibilities that reflect the future needs of the organisation.
- ◆ The Perth Office Programme creates the impetus to review a number of working practices and arrangements for staff working in the Chief Executive's Service.
- ◆ The Service continues to have a number of key person dependencies which could potentially increase as staff resources reduce to meet budget saving targets. This risk will need to be addressed through effective succession planning and by developing an approach to knowledge sharing and retention in these key areas.
- ◆ The Annual Employee Engagement Survey in 2013 highlighted the positive connection that staff within the Chief Executive's Service have with their work – with 86% of staff being clear what is expected of them at work, 82% of staff who believe the people they work with are committed to doing their best and 80% of staff feeling they are treated fairly at work. Specific improvement work is being taken forward within teams to reflect staff views on receiving regular recognition and praise on my performance at work, encouraging and supporting development and feeling that at work their views and opinions seem to count.
- ◆ The Service will continue to encourage staff to take part in and contribute to the learning and development opportunities which are available through the Centre for Innovation and Improvement.
- ◆ Workplace health and wellbeing is an important focus for the Service and contributes to our workforce development agenda. We are acutely aware that the extent and pace of change causes anxiety for our employees and we want them to understand and feel confident in the decisions that are made which affect them and the services they deliver.

Going forward, it is important that the Service pays attention to the 'big picture' to ensure that we develop the right cultural conditions for growth and innovation within the Service. We will set clear direction and lead by example, offering support and challenge in equal measure. Working with our partners we will create opportunities to share learning and help employees develop their skills and with a focus on continuous improvement we will nurture talent and celebrate our successes.

## **PARTNERSHIP WORKING**

We understand that real improvement in our local services and delivery of our strategic objectives and local outcomes will come from our commitment to more integrated arrangements for joint working. We continue to promote and nurture a positive culture and behaviours and encourage integrated working, based on a common purpose, to deliver the best possible outcomes for our communities.

The Chief Executive's Service will continue to provide comprehensive and joined up support to Services to ensure that partnership working is sustained across the Council.

Democratic Services continues to work in partnership with Children's Hearing Scotland, the Area Convener of the Tayside Area Support Team, Angus Council and Dundee City Council to support the children's hearing system in the area. The focus of this partnership is to ensure that the hearings system is nationally consistent but locally delivered, and that all hearings are child and young-person centred to allow effective evidence-based decisions to be made.

Human Resources continues to work with a range of partners in the delivery of the Modern Apprenticeship programme, including Perth College, Dundee College, Skills Development Scotland, Scottish Qualifications Authority. We also work collaboratively with colleagues in Education & Children’s Services to support the Careers Academies in our schools.

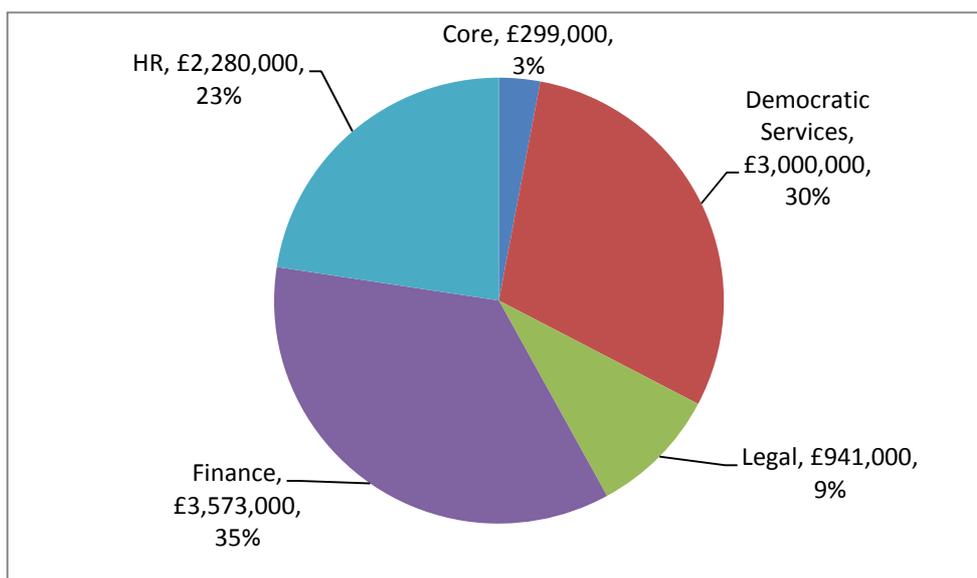
Workplace health and wellbeing are important components of our corporate responsibilities and our health and wellbeing strategy is delivered in partnership with NHS Tayside, local employers and partner organisations. Human Resources works collaboratively with Healthy Working Lives, Public Health on the delivery of our Flu Vaccination Programme, Working On Wellbeing who provide our occupational health service including health promotion, and Corporate Health Solutions, who provide a physiotherapy service for our employees.

## FINANCIAL/RESOURCE MANAGEMENT

The Chief Executive’s Service net revenue budget for the financial year 2014/15 is £10.1m.

The table below illustrates the type of expenditure that the Service incurs with the subsequent graph identifying budgeted net expenditure on a divisional basis:

Expenditure Type	£'000	% of Net Revenue Budget	% of Gross Revenue Budget
Staff Costs - Direct	7,785	77%	65%
Staff Costs - Indirect	968	10%	8%
Elected Members	950	9%	8%
Supplies and Services	1,420	14%	12%
Third Party Payments	730	7%	6%
Other Costs	88	1%	1%
Gross Expenditure	11,942	118%	100%
Income	(1,848)	-18%	
Net Expenditure	10,093	100%	



The most recent update of the Medium Term Financial Plan was considered by the Council in October 2013 and in February 2014 the Council agreed the budget for 2014/15 and a provisional budget for 2015/16. The Council sets future provisional revenue budgets in line with local government settlements announced by the Scottish Government to ensure that any decisions taken are based on expected levels of funding available to the Council rather than estimates. In addition over a number of years the Council has introduced "budget headroom" which set corporate savings targets in excess of the anticipated reductions in grant funding and agreed corporate pressures. This budget headroom provides members with flexibility in choosing between different budget options and creates capacity to offset future budget pressures in the medium term. Medium term financial planning is further strengthened with the approval on an annual basis of the Reserves Strategy, seven year Composite Capital Programme and five year Housing Revenue Account Strategic Financial Plan.

Listed below are the transformation projects for the Chief Executive's Service:

- Finalisation of Review of Legal Services
- Finalisation of Review of Corporate Vocational Qualification Centres
- Review of Accountancy and Exchequer Functions (non-payroll)
- Review of Registration Services
- Review of the Corporate Communications Function
- Implement the revised HR Service delivery model

## **PERFORMANCE, SELF EVALUATION AND RISK MANAGEMENT**

### **Performance**

The Chief Executive's Service Management Team (SMT) consisting of the Chief Executive together with the Head of Service/Corporate Human Resources Manager from each of the 4 Divisions reviews the Service's performance on a monthly basis. The SMT select a different Service Objective each month and review the performance of all the indicators associated with that Service Objective. There are a total of four Service Objectives which means, over a 12 month period, each individual Service Objective is reviewed on at least two occasions.

Functions of the Service are covered by a number of existing benchmarking or performance comparison exercises - the SOLACE benchmarking figures, the SOLAR comparison of Legal Services, the Scottish Information Commissioner's performance statistics, and the CIPFA benchmarking clubs.

### **Self Evaluation**

As part of the Service's commitment to self evaluation, the "How Good Is Our Service?" model was utilised to inform improvement. It included a review throughout the Chief Executive's Service of the services we provide, both to the people of Perth & Kinross and also to other Services. In addition, we have consulted with Services to ensure that we deliver the support services they require to enable them to deliver high quality services to the public. We will continue to focus on improvements.

### **Risk**

The Chief Executive's Service Risk Profile sets out the Service's key risks which are managed by the responsible Heads of Service and monitored on a quarterly basis by the Service Management Team. The risk profile identifies the controls which are in place to manage each of the risks. Where it is identified that a particular control requires to be strengthened, an improvement action will be agreed with a timescale for delivery and it is the implementation of any such improvement action that is monitored by the SMT.

The key risks the Service is required to manage are:

Service Objective	Risk	Residual Risk			
		Impact	Probability		
<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	Failure to communicate effectively with our stakeholders	4	3		
<b><u>Service Objective 4</u></b> Provide an enabling governance framework to support and deliver the Council's legal, financial and democratic responsibilities	Failure to comply with legal requirements	4	3		
	Threat to the delivery of major corporate projects through a failure in corporate governance	5	2		
	Failure to provide the required level of independent assurance through the internal audit process	3	2		
	Failure to effectively manage changing financial circumstances <b>(Corporate Risk)</b>	4	3		
	Failure to ensure effective corporate governance <b>(Corporate Risk)</b>	5	2		
<b>KEY</b>					
Impact:	1 - Insignificant	2 - Minor	3 - Moderate	4 - Major	5 - Critical
Probability:	1 – Rare	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain

## HEALTH AND SAFETY

The Chief Executive's Service Health, Safety & Wellbeing Committee has existed, in its present format, since March 2011. The remit of the Committee is to assist in the creation, maintenance and ongoing development of a strong and effective health, safety and wellbeing culture across the Service. The objective of the Committee is to promote co-operation and consultation between the employer and employees in the investigation, development and implementation of measures to ensure the health, safety and welfare of employees at work.

Membership of the Committee consists of at least one representative from each of the four Divisions of the Service, a representative from the Council's Corporate Health, Safety & Wellbeing Team and representatives of the recognised Trade Unions. The posts of Convener and Vice Convener are appointed bi-annually and are selected alternately from representatives of the Management and from representatives of the Trade Unions/non-union Employees. The Committee meets quarterly and some examples of regular agenda items include the following:-

- the number and type of reported incidents within the Chief Executive's Service
- the number and type of health and safety queries received by the Corporate Health, Safety & Wellbeing Team from staff within the Chief Executive's Service
- statistics for health and safety training undertaken by staff within the Chief Executive's Service
- new legislation/HSE reports
- the Service's Health & Safety Action Plan

The Committee monitors progress of the actions contained in the Service's Health & Safety Action Plan. Key priorities for the Service include matters such as the review of first aid procedures, health and safety training, development and recording of risk assessments, personal emergency evacuation plans for affected staff, supporting health and wellbeing initiatives such as health promotion week, flu vaccinations and helping establish the Healthy Working Lives Group and promoting use of the Work Positive toolkit - the toolkit is part of a risk assessment process for the identification of hazards which could lead to work-related stress. It is used in organisations to assess employee perceptions, at that time, of the different aspects of their working lives.

## **CUSTOMER FOCUS AND ENGAGEMENT**

Perth & Kinross Council is a customer focused organisation, ensuring that the needs of the service user are integrated to service design and delivery. Each Division within the Chief Executive's Service is focused on ensuring that the needs of both internal and external customers are at the heart of the services we support and deliver.

The Corporate Communications Team surveyed internal customers and used their feedback to inform a move towards outcome-focused communication. In the coming year the Corporate Communications team will work to objectives based on giving the expert advice necessary for the desired outcomes.

Consultation has taken place with Services and Elected Members in relation to the Council's committee report template. Feedback from Services has identified that there is a Council-wide requirement for report writing training for staff. Feedback from elected members has indicated that they are mostly happy with the format of the report with a couple of amendments suggested for further consideration. The Committee team will work in partnership with the staff in the Corporate Organisational Development team to deliver this training.

Feedback from community councils identified a number of training needs. A number of training sessions were held for Community Councillors led by the Elections/Community Councils Team. The sessions focused on the role of the community council, offered support and advice on different methods of conducting consultations and options on how best to communicate with the members of their communities. The feedback from these sessions was positive and a programme of future training sessions will be developed to take this forward.

HR and Employment Services carried out its third Customer Satisfaction Survey in June 2013. With an overall response rate of 45%, customers are reporting significant increases in satisfaction levels when compared with the baseline data in 2011. There is also greater consistency in satisfaction levels across all teams. The survey provides feedback which is used to identify service improvements – for example, over the last year in response to feedback, we have provided management reports on contract end dates and sickness absence triggers, provided named recruitment team contacts for each vacancy, launched an e-learning module in support of Maximising Attendance. Survey feedback also indicates managers' people management priorities which are maximising attendance, managing change and employee engagement and support.

# SERVICE IMPROVEMENT PLAN

# IMPROVEMENT PLAN 2013-2018

Improvement Area	Improvement Action	Delivery Timescales
<b>Chief Executive's Service Objective 1</b>		
<p>Provide strategic leadership to the Council and partners to deliver the shared vision and outcomes for Perth and Kinross</p>	<ul style="list-style-type: none"> <li>❖ Provide strategic leadership and support to:               <ul style="list-style-type: none"> <li>◆ The Perth &amp; Kinross Health and Social Care Partnership</li> <li>◆ The implementation of the Children's and Young People (Scotland) Act 2014</li> <li>◆ The implementation of the Community Empowerment Bill</li> <li>◆ The Council's regeneration agenda</li> <li>◆ Major capital projects, including A9/A85 and the provision of a new school at Bertha Park.</li> </ul> </li> <li>❖ Work with Education &amp; Children's Services and NHS partners to verify and to identify funding solutions for the Evidence2Success project</li> <li>❖ Undertake specific initiatives to support awareness and participation in respect of the extended franchise for the Scottish Independence Referendum in September 2014</li> <li>❖ Create work experience placements for graduates throughout the Council to help reduce youth unemployment</li> <li>❖ Develop recruitment and retention strategies to meet workforce requirements</li> <li>❖ Gain approval for the Council Records Management Plan from the Keeper of the Records of Scotland to comply with the Public Records (Scotland) Act 2011</li> <li>❖ Develop closer working relationships between the Licensing Board and the Alcohol and Drugs Partnership</li> <li>❖ Develop mechanisms for tracking the Council's reputation</li> </ul>	<p>Ongoing Ongoing Ongoing Ongoing Ongoing</p> <p>Ongoing</p> <p>September 2014</p> <p>31 March 2016</p> <p>Ongoing</p> <p>October 2014</p> <p>October 2014</p> <p>October 2015</p>

## Chief Executive's Service Objective 2

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

- ❖ Further develop links between workforce planning, financial planning and asset management planning
- ❖ Establish the HR Hub at Pullar House
- ❖ Work with Services to achieve bronze accreditation for Healthy Working Lives
- ❖ Work with Services to achieve a continued reduction in sickness absence levels through a proactive and positive approach, including a focus on supporting employees with mental health conditions
- ❖ Establish a consistent approach to customer feedback by utilising a Chief Executive-wide survey
- ❖ Continue to encourage Services to utilise payment at point of sale (PaPoS) where possible
- ❖ Commence the implementation of electronic document management across the Council
- ❖ Continue to move towards increased electronic distribution and storage of papers for meetings
- ❖ Continue to develop the Council's integrated human resources and payroll system
- ❖ Promote the appropriate use of benchmarking within the Service
- ❖ Procure and implement an electronic committee management system

Ongoing

Complete

December 2014

March 2015

Ongoing

Ongoing

Oct 2014

Ongoing

March 2015

Ongoing

March 2015

### Chief Executive's Service Objective 3

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

❖ Deliver a comprehensive range of training and workshops in respect of:

- ◆ The roles, responsibilities and remit of the Audit Committee
- ◆ The Employment Appeals Sub-Committee
- ◆ Report writing and vetting process for reports
- ◆ Managing sickness absence and employee relations
- ◆ The use and benefits of self-service (MyView, Optimum and ERIC)

❖ Promote facilitated discussions and mediation for early resolution of employment disputes

❖ Improve the completion of the Internal Audit Plan

❖ Support Elected Members in their use of new technology

❖ Deliver a new corporate induction programme

❖ Deliver revised Employee Review and Development Scheme

❖ Undertake a review of Registration Services

❖ Undertake a review of the Corporate Communications function

Complete

Annual Programme

Annual Programme

Annual Programme

Annual Programme

Complete

Ongoing

Ongoing

July 2014

October 2014

April 2015

May 2015

<b>Chief Executive's Service Objective 4</b>		
Provide an enabling governance framework to support and deliver the Council's legal, financial and democratic responsibilities	<ul style="list-style-type: none"> <li>❖ Review the Right First Time Guidance and the Policy Development Framework in order to make them useful tools in the decision-making process</li> <li>❖ Develop protocols for Committee Services/other Services and for member/officer relations</li> <li>❖ Develop protocols for the Development Management Committee</li> <li>❖ Review the Council's Fraud and Corruption policies in the context of the Bribery Act</li> <li>❖ Support the Council's newly formed Integrity Group in its objective of combating serious and organised crime</li> <li>❖ Undertake a review of the Media Policy</li> <li>❖ Undertake a review of Social Media Guidelines</li> </ul>	<p>March 2015</p> <p>Complete</p> <p>Complete</p> <p>October 2014</p> <p>Ongoing</p> <p>November 2014</p> <p>Complete</p>