

**PERTH AND KINROSS COUNCIL****Strategic Policy & Resources Committee – 3 December 2014  
Scrutiny Committee – 3 December 2014****Chief Executive's Service Six Month Performance Summary 2014****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 2014 to 30 September 2014.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 The Executive Officer Team and Themed Committees consider performance against the Service BMIPs every six months via the Service six month and annual performance reports.
- 1.2 The six month performance summary highlights those BMIP targets that are exceptional either as a result of performance exceeding the target or being unlikely to meet the target.

**2. SIX MONTH PERFORMANCE SUMMARY 2014**

- 2.1 The purpose of the six month performance summary in Appendix 1 is to review the performance of the Chief Executive's Service during the first six months of 2014/15 against the targets approved in the 2014-2015 BMIP, approved on 11 June 2014.
- 2.2 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.
- 2.3 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 2014/15.

### 3. CONCLUSION AND RECOMMENDATIONS

- 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 Month Performance Summary for the period from 1 April 2014 to 30 September 2014.
- 3.3 The Scrutiny Committee is asked to scrutinise the Chief Executive's Service Six Month Performance Summary for the period from 1 April 2014 to 30 September 2014.

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#### Approved

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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>Yes</b>
Strategic Environmental Assessment	<b>Yes</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 following Strategic Objectives within the Community Plan / Single Outcome Agreement 2013-23 and the Council's Corporate Plan:

- 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*
- v) Creating a safe and sustainable place for future generations*

### 1.2 Assessments

#### Equalities Assessment

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 requirements to comply with the duty to assess and consult on relevant new policies 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.

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.

### Strategic Environmental Assessment

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).

The matters represented 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.

## **1.3 Consultation**

### Internal

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

## **2. BACKGROUND PAPERS**

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.

## **3. APPENDICES**

Appendix 1: Chief Executive's Service Six Month Performance Summary 2014.

**Chief Executive's Service**  
**Six Month Performance Summary**  
**1 April 2014 to 30 September 2014**

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# Introduction

## by Bernadette Malone

### **Welcome to the Chief Executive's Service six monthly performance summary 1 April 2014 to 30 September 2014**

The Chief Executive's Service continues to provide leadership and support to Services across the Council in order to maintain focus on delivery of outcomes that are important to our communities and to our service users.

We continue to support Services to deliver key changes as a result of the public service reform agenda by leading on key corporate areas such as governance, understanding the legislative context, effective communication, workforce planning and financial planning. Our Service continues to support colleagues and partners to prepare the Integration Scheme for the new Health and Social Care Partnership Arrangements

The first six months of this year have seen our Service successfully support the delivery of many key activities, including the Ryder Cup, Junior Ryder Cup and the Queen's Baton Relay. We have also successfully delivered with the support of our colleagues the European Parliamentary Elections and the Scottish Independence Referendum.

This report highlights some of our key achievements over this period demonstrating our continued commitment to improvement together with a strong customer focus.

## **Service Performance Summary**

### **Service Objective 1**

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

- The Service provides strategic leadership and support for the new Health and Social Care Partnership Arrangements which require to be in place for April 2015. The Head of Finance attends the pan-Tayside Directors of Finance Group on Health and Social Care Integration. Financial Regulations for the new partnership have been discussed and work on the Section 95 role is currently in progress. In addition to this work, the Head of Legal Services chairs a fortnightly meeting of a group to consider governance arrangements for the new Health and Social Care Partnership.
- The Council's Records Management Plan, which must comply with the Public Records (Scotland) Act 2011, is due to be submitted to the Keeper of the Records of Scotland for approval in December 2014. The draft has been submitted to the Keeper for comment and has been commended as a model for others to follow.
- Closer working relationships are being developed between the Licensing Board and the Alcohol and Drugs Partnership, with joint working currently taking place on the production of relevant statistics for Perth and Kinross.
- Human Resources is supporting Services to develop strategies to meet their particular skills shortages or recruitment difficulties.
- Seven Graduate Work Experience Placements have commenced across the Council, with a further eight at various stages of the recruitment process. These placements, supported by Human Resources, provide young people with a professional work experience in their chosen field with a view to enhancing their employability.

### **Service Objective 2**

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

- A test version of the Electronic Document Management System has passed stakeholder evaluation and a version which will allow a pilot to be completed by April 2015 with a full roll-out to follow thereafter.
- Human Resources has supported a range of health and wellbeing initiatives across the Council. They include a Wellbeing pilot in Housing & Community Care, Building Resilience within Education & Children's Services and the Mental Health Early Intervention pilot across various groups. Planning for the Winter Flu Vaccination Programme is well underway. Occupational Stress guidance is being revised and preventative strategies, such as Mindfulness are being explored. Ongoing case management support and meetings with management teams to review sickness absence management information helps target support accordingly.
- The procurement by Human Resources of a revised Occupational Health Service is well underway. This involves a partnership approach with Managers, Trade Unions, Corporate Health, Safety and Wellbeing and Procurement Teams.

### **Service Objective 3**

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

- A review of the Registration Service will be undertaken to maintain future service delivery.

### **Service Objective 4**

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

- The review of the Council's Fraud and Corruption policies in the context of the Bribery Act 2010 has been incorporated into a wide-ranging review of the Council's counter-fraud arrangements. A Counter-Fraud Strategy is being developed, supported by a suite of policies in support of the Council's counter-fraud agenda, and takes into account the requirements of the Bribery Act 2010. A report will be submitted to the Strategic Policy & Resources Committee in February 2015.
- Led by the Executive Director of Housing & Community Care, the Integrity Group works with Police Scotland to address corporate risk with regard to serious and organised crime. Initial focus has been scoping out priority areas where the Council and Police Scotland will work in partnership. Key areas for the Chief Executive's Service relate to information security, vetting of staff, procurement and contracts, finance and public complaints.
- The Elections Team also successfully delivered, with the support of their colleagues, the European Parliamentary Elections and the Scottish Independence Referendum.

## Progress against Performance Indicators and Improvement Plan

Over the six months from 1 April 2014 to 30 September 2014 the Chief Executive's Service has made significant progress in delivering the services and actions identified in the Business Management and Improvement Plan (BMIP) agreed by the Strategic Policy and Resources Committee/Scrutiny Committee on 11 June 2014.

Of the 58 key performance indicators and improvement tasks contained within the BMIP: 16% are exceeding target; 72% are on target; 5% are not on target; and 7% are not measurable at this six month point. Below is a summary of the progress against the targets within the BMIP.

Performance Indicators	Total	Exceeding Target	On Target	Not on Target	Information not Available
<b>Service Objective 1</b>					
Provide strategic leadership to the Council and partners to deliver the shared vision and outcomes for Perth and Kinross	2	1	1	0	0
<b>Service Objective 2</b>					
Ensure the Council's resources are efficiently utilised and support Services and partners to transform and deliver value for money services	4	3	0	0	1
<b>Service Objective 3</b>					
Provide high quality professional services which promote continuous improvement and innovation through our people, positive organisational development and effective communications	7	2	1	1	3
<b>Service Objective 4</b>					
Provide an enabling governance framework to support and deliver the Council's legal, financial and democratic responsibilities	9	3	6	0	0
Improvement Plan	Total	Exceeding Target	On Target	Not on Target	Information not Available
Service Objective 1	12	0	12	0	0
Service Objective 2	10	0	10	0	0
Service Objective 3	10	0	8	2	0
Service Objective 4	4	0	4	0	0
<b>Total</b>					

**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 2015.

## Performance Indicator Exceptions

### Where we are exceeding our target

Service Objective	Relevant Indicators (Source)	Target	Performance			Comments on performance
		14/15	12/13	13/14	14/15	
<p><b><u>Service Objective 1</u></b> Provide strategic leadership to the Council and partners to deliver the shared vision and outcomes for Perth and Kinross</p>	% of Modern Apprentices (MAs) with a positive outcome when they left the programme	80.0	-	-	90.0	27 out of 30 MAs have gained employment and/or achieved qualification on leaving the MA programme in the period April to September 2014.
<p><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</p>	% of invoices paid within 30 days	94.0	93.4	94.3	94.9	Monthly monitoring of performance indicator and regular reviews with Services.
	% of communications plans developed by Corporate Communications which achieve their stated objectives within their assigned budget	93.0	-	New indicator	100.0	This represents 6 plans completed since the start of the financial year. We have a further 8 plans underway.
	% of payroll payments made on time and free of notified errors	99.7	99.7	99.7	99.7	This has remained the same
<p><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</p>	Time to hire (days) from approval of vacancy to formal job offer made (Council wide)	46.0	52.5	46.0	43.5	The Recruitment team has been working closely with Recruiting Managers and collectively they have secured a reduction in the time taken to both shortlist and interview applicants. As a result the overall time to hire period has been reduced by just over 5% (3.5 days).
	% of front line complaints resolved in 5 working days (Council wide)	60.0	-	53.0	63.0	547 complaints received to end September of which 343 (63%) resolved in 5 working days. 128 (23%) were resolved in 6-10 working days and 76 (14%) in more than 10 working days.

Service Objective	Relevant Indicators (Source)	Target	Performance		Comments on performance	
		14/15	12/13	13/14		14/15
<b><u>Service Objective 4</u></b> Provide an enabling governance framework to support and deliver the Council's legal, financial and democratic responsibilities	% of investigation stage complaints resolved in 20 working days (Council wide)	50.0	-	43.0	56.0	32 investigations completed to end September of which 20 (62%) were resolved in 20 working days. 6 (19%) were resolved in 21-25 working days, 2 (6%) in 26-30 working days and 4 (13%) in more than 30 days. A further 15 investigations are not yet completed.

### Where we are not on target

Service Objective	Relevant Indicators (Source)	Target	Performance		Comments on performance and improvement actions	
		14/15	12/13	13/14		14/15
<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	% Employee Review and Development completion within the Service	90.0	67.0	72.0	87.0	There has been a targeted focus within the Service on the completion of ERD's

## Improvement Plan Exceptions

### Where we are exceeding our target

The Chief Executive's Service is making good progress in delivering the Improvement Actions outlined in its Service BMIP 2014/15. All Improvement Actions are currently ongoing and, with the exception of the two Improvement Actions listed in the table below, all are scheduled to meet their original completion deadline.

### Where we are not on target

Improvement Area (Service Objective)	Improvement action (Lead responsibility)	Delivery timescales	Comments on progress and improvement actions
<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	Deliver a new corporate induction programme <i>(Joint action with HR &amp; OD)</i>	July 2014	The review of corporate induction now sits within the context of the Employer Branding transformational project which commenced in August 2014. Progress has been made in reviewing aspects of corporate induction in conjunction with Organisational Development including development of a survey for new starts, an interactive handbook and corporate induction video. However, the final form will be shaped by Employer Branding which is being delivered through the Centre of Innovation and Improvement.
	Deliver revised Employee Review and Development Scheme <i>(Joint action with HR &amp; OD)</i>	Oct 2014	As with induction, the review of ERD now sits within the context of the Employer Branding transformational project which will redefine our employment offer and expectations at all stages of the employee lifecycle.

