PERTH AND KINROSS COUNCIL

Strategic Policy & Resources Committee

Scrutiny Committtee

17 June 2015

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 2015/16 and Annual Performance Report 2014/15 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 2014/15 and the Business Management and Improvement Plan for the period 2015/16.

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 2014/15 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 2014/15.

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. Examples include health and social care integration and the Perth Office Programme.

2.2 This year the Service will support the Council's Transformation Programme together with other key corporate priorities such as Perth City Deal and the Culture and Sport Review.

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 2015/16 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 2015/16 and Annual Performance Report 2014/15;

(b) the Scrutiny Committee scrutinises and comments as appropriate on the Chief Executive's Service Joint Business Management and Improvement Plan 2015/16 and Annual Performance Report 2014/15.

Author(s)

Name	Designation	Contact Details
Karen Donaldson	Corporate Human Resources Manager	Tel. 01738 475430 kadonaldson@pkc.gov.uk

Approved

Name	Designation	Date
Bernadette Malone	Chief Executive	2 June 2015

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 the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

ANNEX

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

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

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 2015/16 and Annual Performance Report 2014/15.

3. APPENDICES

Appendix 1: Chief Executive's Service Joint Business Management and Improvement Plan 2015/16 and Annual Performance Report 2014/15.

Appendix 1

CHIEF EXECUTIVE'S SERVICE

BUSINESS MANAGEMENT AND IMPROVEMENT PLAN 2015/16 & ANNUAL PERFORMANCE REPORT 2014/15

CONTENTS

	Page no.
Introduction	2
Vision, Strategic Objectives and Local Outcomes	3
Service Objectives	
Service objective 1	4
Service objective 2	6
Service objective 3	8
Service objective 4	11
Organised to deliver	
Governance and Management Structure of the Service	14
Our Delivery Principles	15
Developing Our People to Learn, Innovate and Grow	16
Partnership Working	17
Financial/ Resource Management	18
Performance, Self Evaluation and Risk Management	19
Health and Safety	20
Customer Focus and Engagement	20
Service Improvement Plan	21

INTRODUCTION

Welcome to the Chief Executive's Service Business Management and Improvement Plan (BMIP) for 2015/16

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. We do this by providing 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 also continues to ensure effective resource management, while supporting Services in their delivery of transformation. This will ensure resources are targeted at achieving the Council's objectives and at providing the best possible outcomes and services for our communities.

Significant change at national and local levels influences the direction of the Service and the Council. Nationally, the public service reform agenda including Public Bodies (Joint Working) (Scotland) Act 2014 and Children and Young People (Scotland) Act 2014, change the way in which services are delivered. Locally, the Perth City Deal and the Culture and Sport Review are examples which provide new dimensions to service delivery.

The Chief Executive's Service has a proven track record of providing high quality professional services and will continue to support Services in delivering changes in terms of governance, understanding the legislative context, effective communication, workforce planning and financial planning. Importantly, staff within all Divisions work collaboratively to support Services in managing change. Examples of these effective approaches include health and social care integration and the Perth Office Programme.

We are proud of our staff and their contribution to the Chief Executive's Service and the support and advice that they provide to the Council. 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. Managing and developing our workforce is a fundamental part of ensuring we are fit for the future which will allow us to deliver services and maintain standards in these challenging times. In the wider context, we recognise that staff are the Council's greatest asset and the Chief Executive's Service will support Services to develop staff by nurturing talent, recognising skills and encouraging innovation at all levels.

This BMIP sets out what we have achieved over the last year and plans our future priorities. The Service will deliver these priorities whilst maintaining a focused leadership role and working closely with elected members, Services and partners.

Bernadette Malone
Chief Executive

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 for the Chief Executive's Service 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

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

SERVICE CONTRIBUTION - Net cost (2015/16) £720,000

Performance Summary 2014/15

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, Perth Theatre Redevelopment and preparatory work for the new school at Bertha Park, Perth.

We have developed and updated the Medium Term Financial Plan for 2014/15 which represents the Council's corporate priorities within the current fiscal environment. The Council's financial arrangements have been commended by Audit Scotland.

Our Modern Apprenticeship Programme and Professional Traineeships contribute towards our recruitment and retention strategies to meet workforce requirements and support youth employment. Since 2012, we have supported Services in creating 185 Modern Apprentices across 12 occupational areas, and 20 Professional/Graduate Traineeships. In 2014/15, 86% of our trainees had a positive destination at the end of their time on the Programme. The Graduate Work Experience Programme was introduced in 2014, providing at least 6 months work experience for 30 graduates by 2016. We have 19 graduates in a range of placements across Council Services.

In December 2014, the Council's Records Management Plan was submitted to the Keeper of the Records of Scotland for approval in order to comply with the Public Records (Scotland) Act 2011.

Key Areas for Improvement 2015/16

- Review the Council's organisation and management arrangements to ensure we have appropriate leadership and management capacity to deliver the transformation programme and support our workforce through cultural change
- Implement new committee management system
- Expand the Modern Apprenticeship Programme to create higher level apprenticeships which form part of the Council's response to Developing Scotland's Young Workforce

SERVICE OBJECTIVE 1
KEY PERFORMANCE INDICATORS

SERVICE PERFORMANCE INDICATOR

Indicator (Source)	Performance			Comments on performance during 2014/15	Targets			
	12/13	13/14	14/15		14/15	15/16	17/18	22/23
% of elected members satisfied that ongoing development sessions provide them with the skills they require	New indicator	93	93	34 sessions attended by total of 205 members. Participative workshop sessions around Health and Social Care Integration have evaluated particularly well. A review of elected member development sessions is being undertaken.	100	100	100	100

COUNCIL WIDE PERFORMANCE INDICATOR

Indicator (Source)	Performance			Comments on performance during 2014/15	Targets			
	12/13	13/14	14/15		14/15	15/16	17/18	22/23
% of Modern Apprentices (MAs) with a positive outcome when they left the programme	Updated indicator		86	44 out of 51 Modern Apprentices left the Programme with a recognised qualification, found employment or went on to university or college	80	88	90	95

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

SERVICE CONTRIBUTION - Net cost (2015/16) £2,229,000

Performance Summary 2014/15

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 Council's workforce planning is inherently linked to the medium term financial planning arrangements and transformation. We are responsible for the Council's successful Medium Term Financial Plan incorporating Revenue and Capital Budget processes and also a robust Treasury Management Strategy. We have ensured effective monitoring and reporting of budgets, including revenue, capital and treasury activity. We have maintained and developed financial/human resources and payroll systems and governance processes to deliver value for money.

The development of the core electronic document management system is almost complete and an initial pilot commenced in April 2015. It will make information more readily available, provide more effective version control, make documents available to those who have the right to see them, reduce storage and ensure documents are retained only as long as they need to be.

There has been a positive and proactive approach to employee health and wellbeing which has been recognised through achievement of the Healthy Working Lives Bronze Award. We have supported the continued reduction in sickness absence levels across the Council, with a further reduction of 4% in the number of days lost in 2013/14. Perth & Kinross Council's performance at 8.9 days is better than the Scottish Council average of 9.3 days. The Local Government Benchmarking Framework for 2013/14 shows Perth & Kinross Council in tenth position out of 32 Councils.

A health and wellbeing training and coaching pilot took place within one of the schools' local management groups which identified successful strategies to reduce sickness absence levels, including peer support, early intervention and Action Learning Sets. This project resulted in an overall reduction of 33% in sickness absence.

We have continued to engage with other Councils and organisations to share best practice, such as the National Communications Advisory Group, CIPR, (Chartered Institute of Public Relations), CIPFA (Chartered Institute of Public Finance and Accountancy), PRCA (Public Relations Consultants Association), and Creative Exchange. These benchmarking opportunities have enabled us to share expertise and knowledge and improve our practice and processes.

Key Areas for Improvement 2015/16

- Review the delivery of internal support services across the Council and explore opportunities for collaboration and partnership with external partners
- Develop benchmarking by participating in the new Local Government Benchmarking Family Groups for Absence and Equalities

SERVICE OBJECTIVE 2
KEY PERFORMANCE INDICATORS

SERVICE PERFORMANCE INDICATORS

Indicator (Source)	Performance			Comments on performance during 2014/15	Targets			
	12/13	13/14	14/15		14/15	15/16	17/18	22/23
% of communications plans developed by Corporate Communications which achieve their stated objectives within their assigned budget	New indicator	100	90	Two objectives out of a total of 21 in all plans delivered were not achieved. These related to programming of work by Services.	93	95	95	98
The average number of working days lost per employee through sickness absence for the Chief Executive's Service	6.2	6.8	6.5	This figure has decreased due to a reduction in the number of long term chronic conditions in the Chief Executive's Service.	6.5	6.2	5.8	5.5

COUNCIL WIDE PERFORMANCE INDICATORS

Indicator (Source)	Performance			Comments on performance during 2014/15	Targets			
	12/13	13/14	14/15		14/15	15/16	17/18	22/23
The Council's consolidated loans fund (CLF) rate (%)	3.6	3.4	3.383		3.56	3.29	3.5	4
% of invoices paid within 30 days (SPI) ***(LGBF PI)***	93.4	94.3	93.8	Performance in this activity remains consistent and on target.	94	94	94	94
Sickness absence days per employee ***(LGBF PI)***	9.3	8.9	8.5	A range of health and wellbeing initiatives designed to enhance health and wellbeing and improve attendance have been implemented. These have included Health Promotion Week, Flu Vaccination, early intervention pilot, the implementation of a new occupational health service, an extension of the Physiotherapy Service, and Personal Resilience Training and a dedicated resource to specifically support maximising attendance. These initiatives have enabled the Council to achieve the Healthy Working Lives Bronze Award which is external recognition of our support for and involvement of staff in promoting healthy working lives.	8.5	8.1	7.8	7.2

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

SERVICE CONTRIBUTION - Net cost (2015/16) £3,580,000

Performance Summary 2014/15

We have provided high quality professional services which support the delivery of corporate priorities such as health and social care integration, locality working, Perth City Deal, school estate development, transformation, regeneration and employability.

We have developed the provision of targeted financial information to enhance the ability of Services to manage and deliver their services. We have worked collaboratively with Services on debt management to maximise income and streamline processes. We have promoted the concept of Payment at Point of Sale (PaPoS) as an efficient and effective method of debt collection.

We have developed and implemented communications strategies for key corporate projects, including health & social care integration, the culture and sport review and the place-based scrutiny pilot. 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 high profile international events.

A new corporate induction programme has been developed following benchmarking with various public and private sector organisations and feedback from new employees and their managers.

The reviews of Legal Services, Registration Services, HR Vocational Qualification Centre and the Corporate Communications and Design Team are now complete and will help ensure the continued delivery of high quality services across the Council.

Key Areas for Improvement 2015/16

- Implement new corporate induction arrangements for new employees and new managers, including highlighting the role of elected members in the democratic process
- Implement new appraisal arrangements which encourage conversations about employees' contribution and their learning and development

SERVICE OBJECTIVE 3
KEY PERFORMANCE INDICATORS

SERVICE PERFORMANCE INDICATORS

Indicator (Source)	Performance			Comments on performance during 2014/15	Targets			
	12/13	13/14	14/15		14/15	15/16	17/18	22/23
% of registration of births, deaths, marriages and civil partnerships with no errors	97.8	98.2	97.6*	* This figure is provisional until NRS (National Records Scotland) release final figures in September 2015. The indicator for 2014/15 relates to calendar year 2014. A redesign of the service was concluded recently and this should support future improvements on accuracy levels.	99	99	99	100
% of customers satisfied with civil marriages/partnership ceremonies outwith the Registrar premises.	99	100	100	The indicator for 2014/15 relates to calendar year 2014.	100	100	100	100
% Employee Review and Development completion within the Service	67	72	79	Performance in ERDs continues to increase - managers receive monthly ERD reports to monitor progress and results are discussed in Management meetings. The % also includes members of staff who may not have had an ERD by their target date due to sick leave or maternity leave.	90	90	90	90
% of all actions raised within 28 days of receipt of full instructions	100	100	100	In some cases (e.g. adoption cases) there is a statutory timescale to commence action within 28 days and in all other cases, it is considered good practice to commence action within 28 days.	100	100	100	100
% of payroll payments made on time and free of notified errors	99.7	99.7	99.7	Whilst this figure remains consistently high, the Service continues to work on improving its performance in this area. Analysis of the data is undertaken twice a year in order to determine the main causes of the errors and corrective action is taken. For the year 2014/15, 64% of errors were due to late receipt of information from Services.	99.7	99.7	99.8	99.8
Democratic Core Cost per 1,000 population (£) ***(LGBF PI)***	20,500	25,110	Information not available from Improvement Service until end 2015	A review of the costs allocated to "*Democratic Core Cost per 1,000 population*" and "*Central Support Services as a % of Total Gross expenditure*" (*below*) has resulted in a significant transfer of costs between these headings leading to variances on previous years.	25,000	25,000	25,000	25,000

COUNCIL WIDE PERFORMANCE INDICATORS

Indicator (Source)	Performance			Comments on performance during 2014/15	Targets			
	12/13	13/14	14/15		14/15	15/16	17/18	22/23
Time to hire (days) from approval of vacancy to formal job offer made	52.5	46	43	This ongoing reduction in average time to hire is mainly due to managers shortlisting quicker with the help of regular reminders from the Recruitment team. The new Talentlink system now automatically provides the manager with regular reminders to carry out their tasks so it is anticipated that the reduction in time taken will be sustainable. **As it is anticipated that this improvement will be sustainable, the targets for 15/16, 17/18 and 22/23 have been reduced from 46 days to 43 days.*	46	*43	*43	*43
Central Support services as a % of Total Gross expenditure ***(LGBF PI)***	7.9	5.9	Information not available from Improvement Service until end 2015	A review of the costs allocated to "*Central Support Services as a % of Total Gross expenditure*" and "*Democratic Core Cost per 1,000 population*" (*above*) has resulted in a significant transfer of costs between these headings leading to variances on previous years.	5.8	5.7	5.6	5.5

CHIEF EXECUTIVE'S SERVICE OBJECTIVE 4

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

SERVICE CONTRIBUTION - Net cost (2015/16) £3,320,000

Performance Summary 2014/15

We ensure legal and financial compliance and promote best practice to facilitate an open and robust democratic decision-making process for the Council. We ensure the Council's employment policies and practices are legally compliant, and in particular promote the public sector equality duty.

We have delivered the Internal Audit Plan and reviewed compliance with the Public Sector Internal Audit Standards.

We have worked with our Community Planning Partners to develop governance arrangements to take forward public sector reform, including health and social care integration.

We have supported elected members and officers through the Council's democratic processes to facilitate sound and well informed decision making.

The Council's Counter Fraud and Corruption Strategy has been approved and procedures and practices will be developed to implement it.

Key Areas for Improvement 2015/16

- Review the Council's governance framework in the context of public service reform legislation
- Review the Council's Corporate Charging Policy

SERVICE OBJECTIVE 4
KEY PERFORMANCE INDICATORS

SERVICE PERFORMANCE INDICATORS

Indicator (Source)	Performance			Comments on performance during 2014/15	Targets			
	12/13	13/14	14/15		14/15	15/16	17/18	22/23
% of audits undertaken in accordance with the approved plan	43	92	100	100% of audits have been undertaken in accordance with the approved plan	100	100	100	100
% Compliance with the Council's approved Treasury Policy Statement	100	100	100		100	100	100	100
% of Civic Licences issued within 6 weeks of the application	67.7	82.5	62.7	Resourcing issues within the Licensing team have impacted on the ability of the team to issue licences within 6 weeks of application	85	85	85	85
Number of weeks taken to deal with licensing board applications for variation	12.2	13.4	23	Two applications were significantly delayed as a consequence of (i) the applicant's request, and (ii) changes made by the applicant.	11	11	11	11
Achieve performance standards set by Electoral Commission	**New indicator**	-	100	The Electoral Commission introduced new performance standards for Returning Officers in November 2013. These standards applied to the European Parliamentary Election on 22 May 2014, with 20% of Local Returning Officers in the UK being chosen for monitoring by the Commission, and all Regional Returning Officers being monitored. The Local Returning Officer for Perth and Kinross was not chosen for full monitoring but was subject to light touch scrutiny. The Regional Returning Officer for Scotland put in place a performance management framework to support all Local Returning Officers in Scotland. The Commission had no locus in relation to performance standards for the Scottish Independence Referendum on 18 September 2014, however the Chief Counting Officer put in place a performance management framework	100	100	100	100

Indicator (Source)	Performance			Comments on performance during 2014/15	Targets			
	12/13	13/14	14/15		14/15	15/16	17/18	22/23
				including several directions, to support all Counting Officers in delivering the Referendum. As with the EPE, 20% of Counting Officers in Scotland were chosen for monitoring by the CCO. The Counting Officer for Perth & Kinross was chosen for monitoring.				

COUNCIL WIDE PERFORMANCE INDICATORS

Indicator (Source)	Performance			Comments on performance during 2014/15	Targets			
	12/13	13/14	14/15		14/15	15/16	17/18	22/23
% of FOI requests responded to within 20 days of receipt	94	94.5	96.4	49 responses issued outwith the statutory timescale out of 1385 requests received in 2014	95	95	95	95
% of complaints resolved within the policy timescales	**New indicator for 2015/16**			This is a new indicator – comment on performance for the indicators which this indicator has replaced is detailed in the "*changed/deleted indicators*" section below	n/a	85	90	95
Percentage of the highest paid 5% employees who are women ***(LGBF PI)***	47.8	46.8	47.8	The number of employees who are in the top 5% has risen from 203 to 205 and the number of females within that list from 95 to 98 within the last year – resulting in an increase from 46.8% to 47.8%. The Council continues to provide mandatory fair selection training to ensure that appointments are made purely on merit.	48	48	49	50

CHANGED/DELETED INDICATORS

Indicator (Source)	Target	Performance			Comments on performance during 2014/15	Reasons for Change/Deletion
	14/15	12/13	13/14	14/15		
Service Objective 4 % of Front Line Complaints resolved in 5 working days	60	New indicator	53	81	1684 complaints completed within 5 working days out of 2084 complaints received (includes bin complaints)	Both these indicators have been deleted and have been replaced with one new indicator, namely:- **Service Objective 4** ***"% of complaints resolved within the policy timescales***".
Service Objective 4 % of Investigation Stage Complaints resolved in 20 working days	50	New indicator	43		58 complaints completed within 20 working days out of 100 complaints escalated to Investigation Stage	

ORGANISED TO DELIVER

GOVERNANCE AND MANAGEMENT STRUCTURE OF THE SERVICE

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

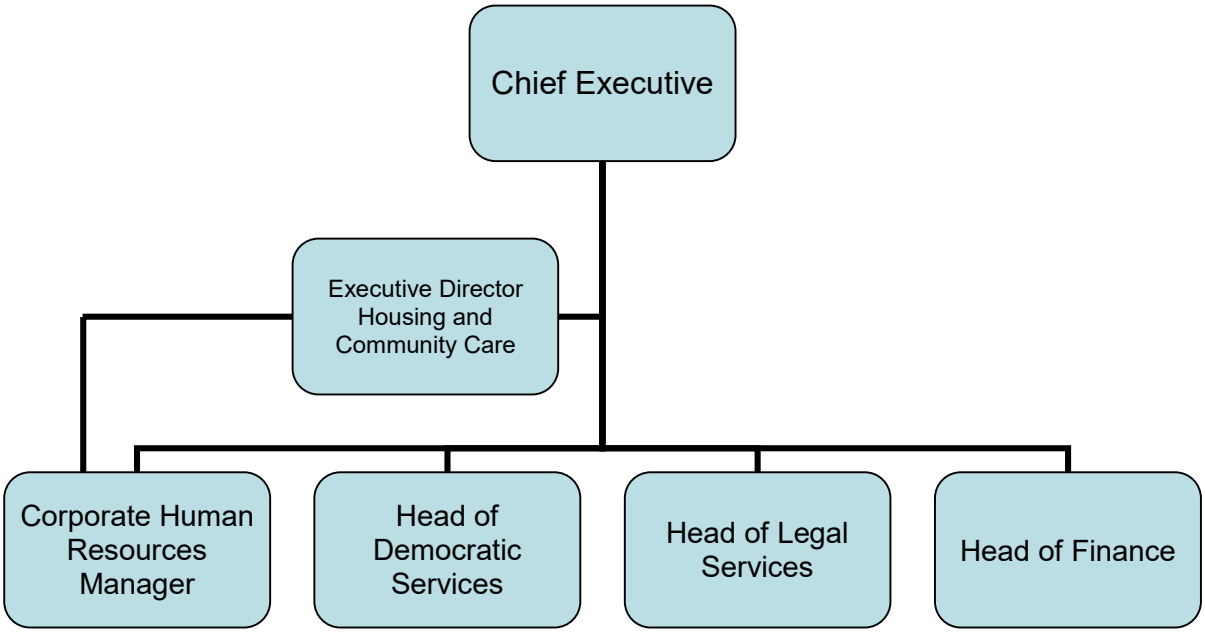
Karen Donaldson ***Corporate Human Resources Manager***	***Human Resources*** Human Resources provides leadership, advice and support on the Council's workforce requirements, employment framework and the most effective management of our people. We have a lead role in reshaping the workforce, promoting 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 and Graduates Programmes.

Lisa Simpson ***Head of Legal Services***	***Legal Services*** 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.

Gillian Taylor ***Head of Democratic Services***	***Democratic Services*** 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.

John Symon ***Head of Finance***	***Finance*** 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.

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, and 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 Atrium and Blackfriars with Registration Services based in other Council sites throughout Perth and Kinross. 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 at, and work from, any Council workstation, including community campuses.

Strategic leadership and high quality professional support are key qualities of the Service. These require continuous renewal to ensure 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 encourages innovation and creativity and helps us to focus on key corporate priorities, make best use of resources and deliver the best possible outcomes.

DEVELOPING OUR PEOPLE TO LEARN, INNOVATE AND GROW

The Chief Executive's Service currently employs 272 staff, which equates to 202.42 full time equivalent (FTE) employees. They undertake a diverse range of strategic, professional and administrative roles at a budgeted cost of approximately £7,655,000 in 2015/16 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 four modern apprentices, one professional trainee and one graduate work experience placement. In the last 12 months, five young people who trained with the Service have gone onto sustained employment within the Council and one secured a place at university.

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.

Over the last year, the Chief Executive's Service has built on the energy and enthusiasm generated by the Connecting, Inspiring and Creating Conference to support the launch of the updated Community Plan/Single Outcome Agreement 2013-2023 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. The legacy of the Ryder Cup events and lessons learned from the Perth Office Programme helped staff across the Chief Executive's Service connect with front line service delivery to consider new ways of working and to learn about and apply relevant improvement methods. At a divisional level for example, Human Resources used the local outcomes set out in the Corporate Plan to realign its priorities within its HR plan and enable staff to see the contribution they make. To support this agenda we have undertaken a Skills Transition plan for all staff to increase capacity and develop the skills and talents required to deliver the changes to provide the workforce of the future.

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. We will focus on the following priorities over the next three years:

- 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 level posts. Recent graduate trainees have been successful in securing sustained employment within the Chief Executive's Service.
- 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 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 2014 highlighted the positive connection that staff within the Chief Executive's Service have with their work – 88% of staff believe the people they work with are committed to doing their best, 85% of staff are clear what is expected of them at work, and 85% of staff feel they are treated fairly at work. Specific improvement work had been undertaken within teams to reflect staff views in the 2013 survey. This resulted in significantly improved results in relation to questions on staff views

on *receiving regular recognition and praise on their 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 learning and development opportunities. This will include continuing professional development, taking an active role in professional networks and working with COSLA and the Improvement Service to influence the national agenda.
- Workplace health and wellbeing continues to be 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. A number of preventative measures have been introduced to support wellbeing and manage resilience.

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 UHI, Dundee College, Skills Development Scotland, and the Scottish Qualifications Authority. We also work collaboratively with colleagues in Education & Children's Services to support the Career Ready Programme 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, with People Asset Management who provide our occupational health service including health promotion, Care First who provide a 24/7 counselling service, and with Corporate Health Solutions who provide a physiotherapy service for our employees.

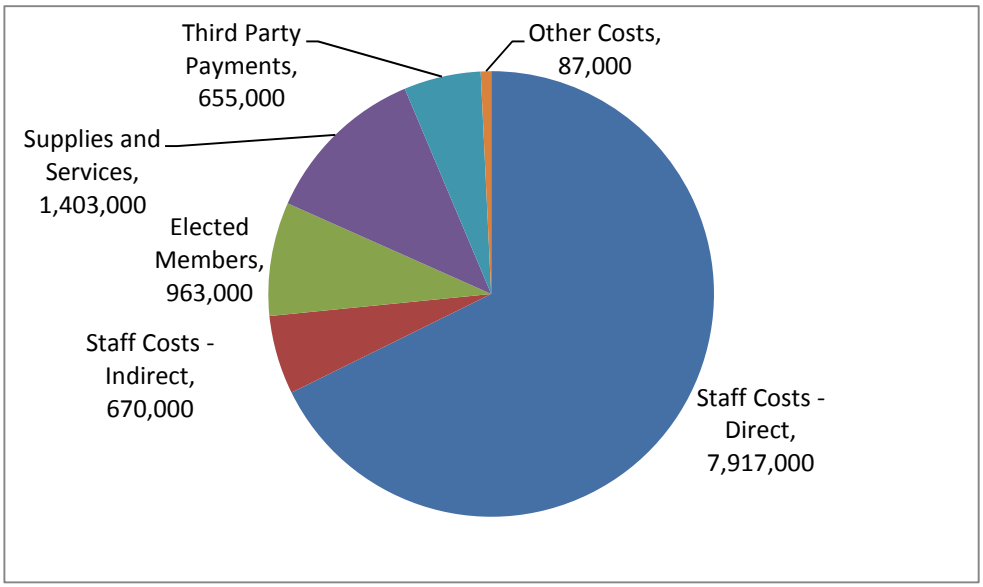
We continue to work with our Community Planning Partners to develop governance arrangements to take forward public sector reform including Health and Social Care Integration and Community Empowerment.

FINANCIAL/RESOURCE MANAGEMENT

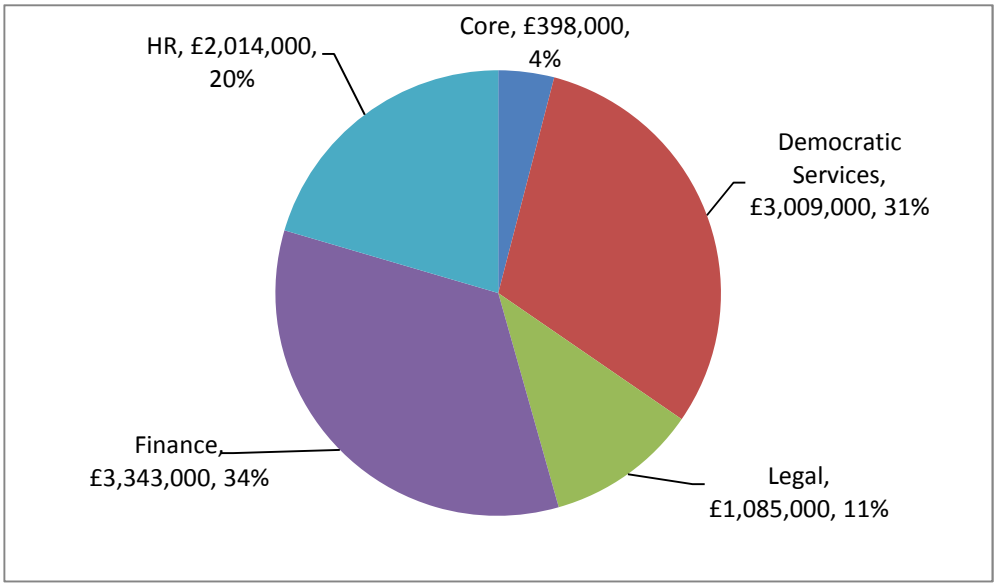
Type of Expenditure

The Chief Executive's Service net revenue budget for the financial year 2015/16 is £9.849m.

The graphs below illustrate the type of (gross) expenditure that the Service incurs and budgeted net expenditure on a divisional basis:



Net Expenditure on a Divisional basis



PERFORMANCE, SELF EVALUATION AND RISK MANAGEMENT

Performance
The Chief Executive's Service Management Team (CEMT) consisting of the Chief Executive together with the Head of Service/Corporate Human Resources Manager from each of the four Divisions reviews the Service's performance on a monthly basis. The CEMT select a different Service Objective each month and review the performance of all the performance indicators and improvement actions 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.

Benchmarking
Functions of the Service are covered by a number of existing benchmarking or performance comparison exercises – the Local Government Benchmarking Framework (LGBF) benchmarking figures, the SOLAR Best Practice Working Group, the National Communications Advisory Group, CIPR (Chartered Institute of Public Relations), PRCA (Public Relations Consultants Association), the Creative Exchange, the SOLAR Administrative Services Best Practice Working Group, the Scottish Members Services Development Network, the SPDS (Society of Personnel and Development in Scotland) and the SOLACE Benchmarking Clubs.

Self Evaluation
As part of the Service's commitment to self evaluation, the "How Good Is Our Service?" model is utilised on an annual basis in order to inform improvement. This includes a review throughout the Chief Executive's Service of the services we provide, both to the people of Perth & Kinross and to other Council Services. In addition, we consult with Services to ensure we deliver the support they require in order 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 CEMT.

The key risks the Service is required to manage are:

Service Objective	Risk	Residual Risk	
		Impact	Probability
Service Objective 3 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	2	2
	Ensure the health, safety and wellbeing of Council employees and those who are affected by the Service's work ***(Corporate Risk)***	2	2
Service Objective 4 Provide an enabling governance framework to support and deliver the Council's legal, financial and democratic responsibilities	Failure to comply with legal requirements	2	2
	Failure to provide the required level of independent assurance through the internal audit process	3	2
	Failure to effectively manage changing financial circumstances ***(Corporate Risk)***	4	3

	Failure to ensure effective corporate governance ***(Corporate Risk)***	5	1
	Failure to deliver on the policy and legislative reform agenda ***(Corporate Risk)***	5	1

KEY

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 Corporate and Service Health and Safety Consultative arrangements ensure regular consultation between Service Management representatives and employees, providing a forum for the discussion of Service Health & Safety matters.

The Committee monitors progress of the actions contained in the Service's Health & Safety Action Plan and key health and safety priorities for the Service for 2015/16 are:

- Development and recording of risk assessments
- Preparation and update of Personal Emergency Evacuation Plans
- Implementation of Staff Training Profiles across the Service – (Staff Training Profiles identify specific health and safety training for particular staff/groups of staff – these have been agreed and now require to be implemented)

CUSTOMER FOCUS AND ENGAGEMENT

Perth & Kinross Council is a customer focussed organisation, ensuring that the needs of the service user are at the heart of service design and delivery.

The Service values customer feedback which we gather from holding consultation meetings with Services, undertaking surveys and learning from external bodies such as Audit Scotland.

The fourth annual Human Resources and Employment Services Customer Survey was carried out in June 2014. The survey had a return rate of 47% which is higher than in previous years. The survey results show there has been a consistent and sustained improvement in customer satisfaction with the service provided by all teams within HR and Employment Services. The positive survey results are a testimony to the commitment of our staff to listening to customer feedback and to improving customer service.

During 2014, 2751 feedback forms were issued in relation to the registration of births and deaths, 10% of these forms were returned with the majority of the feedback being positive. Several respondents mentioned the unsuitability of the room used by the Registrar in Kinross. The room is located in the main street of the Loch Leven Community Campus and customers felt the room was claustrophobic, can be noisy during school break times and has no natural daylight. Agreement has now been reached with the Campus leader and the Registrar will shortly be moving to a room within the Community wing of the Campus, which is quieter and the room has natural daylight.

The Communications & Design Team receive customer feedback from internal clients during and at the end of projects. The teams use this to inform how future projects are developed, learning from what worked well and what could have worked better. The teams are currently working to develop a new combined feedback survey which will allow customer feedback to be recorded consistently between the two teams with a particular focus on where joint working between Communications and Design colleagues can be improved.

SERVICE IMPROVEMENT PLAN

IMPROVEMENT PLAN 2013-2018

Improvement Area	Improvement Action (Lead responsibility)	Delivery Timescales	Comments on Progress
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	❖ Undertake specific initiatives to support awareness and participation in respect of the extended franchise for the Scottish independence Referendum in September 2014 ***(Head of Democratic Services)***	September 2014	**Complete**
	❖ Develop closer working relationships between the Licensing Board and the Alcohol and Drugs Partnership ***(Head of Legal Services)***	October 2014	**Complete:** The Licensing Board, ADP and Licensing Forum have worked jointly on a project to identify the relevant alcohol-related statistics for Perth and Kinross which will inform the Board's decision-making in the future and will also be useful for other agencies making similar decisions.
	❖ Create work experience placements for graduates throughout the Council to help reduce youth unemployment ***(Corporate Human Resources Manager)***	March 2016	**In progress –** 19 graduates have been employed on work experience placements in the first year. The target is to employ a total of 30 graduates over a 2 year period.
	❖ Implement new committee management system ***(Head of Democratic Services)***	March 2016	**In progress -** a new committee management system has been purchased and the roll out of this will improve access to papers and will over time reduce the amount of paper used for meetings.
	❖ 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 ***(Head of Legal Services)***	October 2014	**Revised timescale: December 2019** Plan submitted for approval in December 2014. Interim response received April 2015. Final response expected by September 2015. It is planned to complete all the improvement actions in the Plan by December 2019.
	❖ Review the Council's organisation and management arrangements to ensure we have appropriate leadership and management capacity to deliver the transformation programme and support our workforce through cultural change ***(All Heads of Service)***	July 2015	**New improvement action for 2015/16**

IMPROVEMENT PLAN 2013-2018

Improvement Area	Improvement Action (Lead responsibility)	Delivery Timescales	Comments on Progress
	❖ Expand the Modern Apprenticeship Programme to create higher level apprenticeships which form part of the Council's response to Developing Scotland's Young Workforce ***(Corporate Human Resources Manager)***	July 2016	**New improvement action for 2015/16**
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	❖ Continue to develop the Council's integrated human resources and payroll system ***(Head of Finance)***	March 2015	**Complete:** Substantial organisational benefits have been derived from the implementation of the Integrated Human Resource Project
	❖ 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 ***(Corporate Human Resources Manager)***	March 2015	**Complete:** Continued reduction in sickness absences levels across the Council workforce. Commitment to healthy working lives embedded in our culture.
	❖ Implement electronic document management across the Council ***(Head of Legal Services)***	October 2014	**Revised timescale: December 2016** Pilot commenced May 2015. This project has now moved on to implementation stage.
	❖ Review the delivery of internal support services across the Council and explore opportunities for collaboration and partnership with external partners ***(All Heads of Service)***	March 2018	**New improvement action for 2015/16**
	❖ Develop benchmarking by participating in the new Local Government Benchmarking Family Groups for Absence and Equalities ***(Corporate Human Resources Manager)***	June 2016	**New improvement action for 2015/16**
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	❖ Improve the completion of the Internal Audit Plan ***(Head of Finance)***	Ongoing	**Complete**
	❖ Undertake a review of Registration Services ***(Head of Democratic Services)***	April 2015	**Complete**

IMPROVEMENT PLAN 2013-2018			
Improvement Area	**Improvement Action (Lead responsibility)**	**Delivery Timescales**	**Comments on Progress**
	❖ Undertake a review of the Corporate Communications function ***(Head of Democratic Services)***	May 2015	**Complete:** cost-neutral redesign complete, ensuring permanent Communications Assistant post to support efficient working.
	❖ Implement new corporate induction arrangements for new employees and new managers, including highlighting the role of elected members in the democratic process ***(Corporate Human Resources Manager/Senior Corporate Strategy Manager)***	August 2015	**New improvement action for 2015/16** New Corporate induction programme will see new features throughout 2015/16
	❖ Implement new appraisal arrangements which encourage conversations about employees' contribution and their learning and development ***(Senior Corporate Strategy Manager)***	March 2016	**New improvement action for 2015/16** Pilot of the new arrangements commenced in May 2015
Chief Executive's Service Objective 4			
Provide an enabling governance framework to support and deliver the Council's legal, financial and democratic responsibilities	❖ Review the Council's Fraud and Corruption policies in the context of the Bribery Act ***(Head of Legal Services)***	October 2014	**Complete**
	❖ Review the Council's governance framework in the context of public service reform legislation ***(Head of Legal Services/Head of Democratic Services)***	March 2016	**New improvement action for 2015/16**
	❖ Review the Council's Corporate Charging Policy ***(Head of Finance)***	December 2015	**New improvement action for 2015/16**