



# The Chief Executive's Service Annual Performance Report

1 April 2008 to 31 March 2009



**PERTH &  
KINROSS  
COUNCIL**

Securing the future... • *Improving services*  
• *Enhancing quality of life* • *Making the best use of public resources*

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# Introduction by the Chief Executive

## Welcome to the Chief Executive's Service

Annual performance report 01 April 2008 to 31 March 2009

Over the last year, the Service has again been at the heart of much of what the Council is involved in.

This has included areas of work such as the development of the Single Outcome Agreement with our partners; support to members through training and the approach for job descriptions, a competency framework and personal development plans; on-going support to services in relation to both statutory compliance and corporate understanding of equalities issues.

In addition, the service has also been involved in taking forward its own actions to meet the targets set within our Business Management and Improvement Plan.

This report shows how effective the Chief Executive's Service has been in working towards achieving its service objectives and contributing to the Council's delivery of Services in accordance with the principles of Best Value. It details the progress towards its commitments over the last year, where further improvement is required, and a summary of the Service performance indicators over the reporting period of 01 April 2008 to 31 March 2009.

# Chief Executive's Service Performance Summary

## What have we committed to do by 2011?

The Chief Executive's Service supports the delivery of the Council's Corporate Objectives as outlined in the Corporate Plan by working towards achieving its Service Objectives:

Service Objective	Link to Corporate Objectives:				
	1	2	3	4	5
Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross	✓	✓	✓	✓	✓
Support services and partners to modernise, transform and continually improve their services	✓	✓	✓	✓	✓
Promote continuous improvement and innovation through positive organisational development and effective communications	✓	✓	✓	✓	✓
Lead and support the delivery of the Council's democratic process	✓	✓	✓	✓	✓

## Are we on target?

Below is a summary of progress against the targets within the Business Management and Improvement Plan.

	On target	Not on target	Info not available
Action Plan - 26	19 (73%)	5 (19%)	2 (8%)
Improvement Plan - 22	15 (68%)	7 (32%)	0 (0%)
<b>Total - 48</b>	<b>34 (71%)</b>	<b>12 (25%)</b>	<b>2 (4%)</b>

Where targets have not been met or where information is not available, explanations and details of improvement actions to be taken are detailed at **Appendix 1** of this report.

## What have we done in the last year?

### Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross

- We led on the development, both locally and nationally, of the first Single Outcome Agreement (SOA) between Perth and Kinross Council, on behalf of the Community Planning Partnership, and the Scottish Government. We have now finalised the second SOA which includes performance data for the previous two years to ensure more rigorous target setting. The SOA details the outcomes which the Council is seeking to achieve with its community planning partners, based on the 15 national outcomes which have been agreed by the Scottish Government.
- The Chief Executive's Service supported the arrangements linked to the Audit of Best Value and Community Planning of Perth and Kinross Council. The report identified a number of key strengths for which the Service has overall strategic leadership responsibility – including effective performance management arrangements, open and balanced public performance reporting as well as a high level of self awareness.
- We have been project managing the roll out of ProjectVision across the Council to help the Council monitor performance against its key strategic plans. The system provides a single view of performance, programmes and projects (see Case Study 1).
- We have continued the roll out of the Council's self evaluation tool 'How Good is Our Council?' to underpin the approach to improvement across Services.
- We provided training and support to colleagues across the Council and the Community Planning Partnership on risk management and project management and peer review.
- Work has been ongoing to support elected members in their scrutiny role. This has included benchmarking with other Councils and a development session looking at their remit and role. This has lead to the agreement of a review of ground maintenance which is currently ongoing.

## Support services and partners to modernise, transform and continually improve their services

- We completed Phase 1 implementation of the Customer Relationship Management (CRM) system. This has better equipped customer facing employees to answer customer enquiries or progress and track requests for services through a single system (see Case Study 2). In the last year, use of the CRM has been extended to include Housing employees as well as those in the Customer Service Centre and Pullar House Customer Service Point.
- We worked with services to introduce the new simplified complaints process which has resulted in benefits to both customers and officers. This was launched in October 2008. We also worked with IST to develop a complaints module within the Customer Relationship Management System (CRM), which is used by Complaints officers in all services to support the introduction of the new process.

## Promote continuous improvement and innovation through positive organisational development and effective communications

- We introduced the Council's first corporate Employee Excellence Award scheme. A total of 30 applications were received. The Awards were presented at a very successful event held in May 2008 (see Case Study 3). The second year of the Securing the Future Awards has seen an increase in applications to 34.
- We developed and implemented a revised approach to employee engagement surveys. Every employee in the council has now had the opportunity to participate in the revised survey.
- The Chief Executive's Service has been actively involved in promoting benchmarking as a tool for improvement across local government in Scotland. We led on the development of a toolkit to support benchmarking training on behalf of the Scottish ABC Benchmarking Partnership, in association with the Improvement Service. We also established the 'Benchmarking for improvement' community of practice on the Idea website which has been joined by 18 other Scottish councils. Furthermore, we are in the process of organising a peer review exercise with colleagues from Clackmannanshire, Inverclyde, East Dunbartonshire and Stirling Councils to facilitate networking and the sharing of best practice between our cross service performance and planning

groups. Ongoing activity in this area will ensure that Perth and Kinross Council is recognised as a champion of benchmarking.

- From July 2008 all new documents published on the Council's website had to be in an accessible format. We have supported services in achieving this through developing an online guide and an e-learning module, which were made available to all document authors. Web teams also provided additional support and have reported positive feedback.
- We have started the review of corporate publications and as a result Perth and Kinross News, the twice yearly external publication for people living and working in the area has been redesigned. Changes include clearer signposting to further information and more opportunities for features, case studies and 'in brief' articles as well as changing from a newspaper to a magazine format. Inside News, the internal magazine for employees will also be redesigned to mirror some of the improvements being made to Perth and Kinross News.
- We have completed many large scale design projects including the Perth Harbour website, literature and signage; the branding and guidelines for Perth 800; the Pullar House refurbishment; and the posters, vehicle signage and banners for the child protection campaign. We also invested in new software which has extended the range of in-house design services that can be provided.

### **Lead and support the delivery of the Council's democratic process**

- We carried out a Kaizen Blitz of Committee Services which has resulted in a number of improvements. Improvement actions that have been completed include new agenda booklets which have streamlined the production of Committee papers as well as a successful children panel recruitment exercise which has resulted in eight new panel members.
- The Committee team have now relocated into one room under a unified management structure to improve communication within the team resulting in better working practices.
- We developed the Family History Centre as part of a wider Family History Service involving other Council Services. This is a comprehensive search facility designed to trace a person's ancestry. The service was launched in May 2008 and provides assisted searches for people who wish to discover their historical background and record this in a family tree. At the end of the

search, customers are provided with a copy of their family tree which can be presented in a selection of formats including a bound book. Since the launch of this comprehensive service, the number of searches has been increased and the first book was presented in September 2008.

## Case study 1      ProjectVision

The Chief Executive's Service has been project managing the roll out of ProjectVision across the Council. The web based system allows the Council to manage the Single Outcome Agreement, Corporate Plan and Service BMIPs effectively and in one place. The system provides a single view of performance, programmes and projects to create the golden thread from plan to key performance indicator.

The system is currently being used by the Chief Executive's Service and Corporate Services to assist in their service performance management arrangements. A scorecard collates performance information and displays it in a simple view, providing service management teams and service managers with visibility of overall performance along with explanations for performance and improvement actions. Plans are in place to roll out training to all Services now the 2009/10 BMIPs have been approved.

ProjectVision will also be used to produce Service Six Monthly Performance Reports for 2009/10. The new format report, generated from ProjectVision, was approved by the Modernising Governance Member Officer Group in January 2009. The exception based report provides a more succinct overview of performance across the Service and looks specifically at areas where we are exceeding targets or where they are not on track to achieve targets by the year end. Where targets are not being met, explanations and details of improvement actions to be taken are provided. The report provides senior managers and elected members with a quick and relevant view of performance at the six month point.

Most recently, the Executive Officer Team agreed to use the system reports to monitor the Single Outcome Agreement. On a monthly basis the EOT will receive an update report on performance in respect of the SOA indicators, allowing the EOT to identify quickly and easily issues and react accordingly, thus minimising their impact. These reports will also be submitted to future Community Planning Partnership meetings.

ProjectVision's key strength lies in the ability to pull together performance, programmes and projects in one easy to understand and use system.

## Case study 2      Customer Relationship Management System Phase 1

The Customer First Review was approved at Executive Officer Team (EOT) on 1st February 2005 and at Strategic Policy and Resources Committee (SP&R) on 16th March 2005.

The review identified a number of aims and objectives to deliver improvements to the culture of customer service across the organisation and a greater focus on understanding customer needs and expectations.

The Council has developed a Customer Relationship Management (CRM) approach to allow it to manage and coordinate customer interactions across the various service delivery channels, (telephone, face to face and electronic), services, service activities and geographies. A successful CRM approach has helped the Council maximise the value of every customer interaction and will continue to do so as use of the system expands.

Customer facing staff, the Customer Service Centre, and Pullar House Customer Service Point are better equipped with the information and tools they require to answer customer enquiries or progress and track requests for services through a single system (CRM).

As a result within the Council there has been a:

- reduction in transaction time;
- reduction in cost per transaction;
- reduction in repeat calls;
- capture of information once (avoiding duplication and reducing cost);
- availability of consistent performance information; and
- overall improvement in performance management statistics (where implemented).

To customers of the Service(s) there has been:

- increased number of enquiries resolved at first point of contact;
- one point of contact (as opposed to disparate numbers and offices);
- choice of access (telephone, office or on-line);
- ease of access (same level of service regardless of access channel); and
- speed of resolution.

### Case study 3      Securing the Future Awards 2008

During the business breakfast meetings with the Chief Executive, senior managers noted that more was needed to be done to celebrate the work undertaken by teams across the Council. The aim of the Securing the Future Awards scheme is to promote the recognition of achievement and quality, foster a culture of celebrating success, reinforce the Council's values and improve performance through best practice.

A total of 30 applications were received from all Services in the first year. Teams who were short-listed by a member/officer panel led by the Provost for an award were invited to the Employee Awards Ceremony which was held on 5 May 2008 in the Concert Hall. The winning teams in each of the four main categories, and the winner of the Provost's Award, was announced on the night.

Publicity to raise awareness of the good work displayed by the applicants was centred around the shortlisted teams and the winners in each category. Presentation materials were developed to showcase the shortlisted teams, and these were launched on the day of the awards ceremony and displayed prominently at the awards ceremony itself.

In addition to the above, there were articles on eric before and after the Awards ceremony and an Inside Focus showing the winners after the event. The good work of teams who were not shortlisted was featured in subsequent editions of Inside News.

The Awards are now in its second year and there has been an increase in the number of applications received for 2008/09 (34).

## How are we going to improve?

The following improvements have been identified through our self evaluation process using 'How Good is our Council?'

### Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross

- We will work with Council services and Community Planning Partners to review the planning and reporting arrangements in relation to the Single Outcome Agreement, Business Management and Improvement Plans and Performance Reporting. This will include our public performance reporting arrangements and the development of PK Performs (Perth and Kinross Performs).
- We will consider the effectiveness of Viewfinder as part of a wider review of customer contact across the Council, taking into account the Audit of Best Value and Community Planning findings as well as feedback received on the process of conducting the Council's first Residents Survey in 2007. It will also consider how we can strengthen the links between customer contact, community engagement and locality planning.
- We will continue to develop the role of Elected Members in scrutinising the Council's decision making process, in line with the findings of the recent Audit of Best Value and Community Planning.
- We will continue to embed risk management across the Council and our Partners by acting on the results of the 'embedding risk management' survey and providing further training in conjunction with our e-learning module.

### Support services and partners to modernise, transform and continually improve their services

- We plan to review the Customer First Strategy & Programme in 2009/10, to ensure that the Programme is consistent with delivery of the Single Outcome Agreement but also that it continues to focus on the changing needs of our customers.
- We are introducing a new Customer Service Qualification within the Council, to raise standards of customer care and recognise and reward professionalism in delivering customer service.
- We are developing the Customer Relationship Management (CRM) system to make more services available via the website so that

customers can raise and track their enquiries or service requests at their own convenience, 24 hours a day, 7 days a week. Additional functionality is also planned for the CRM system including Elected Member caseload management. This will allow Elected Members to manage and monitor customer contact and issues within multi-member wards.

- As part of the Customer First Programme and in line with all relevant data protection principles we will focus on developing the local Citizen Account. This is a definitive customer record which will allow us to support equalities monitoring and also develop a more systematic approach to customer feedback, satisfaction and consultation.
- We will take forward the improvement plan for Kaizen which includes development of a more flexible approach to Kaizen and 'lean' in order to make it useful for a wider range of improvements, therefore embedding and sustaining it as a tool for continuous improvement.

### **Promote continuous improvement and innovation through positive organisational development and effective communications**

- We will work with our Community Planning Partners to improve the governance arrangements linked to the Community Planning Partnership and the Single Outcome Agreement.
- We will use the new employee survey approach across the Council to ensure we are systematically and regularly monitoring the views and opinions of Council employees.
- We will lead the implementation of a development programme for equalities across the Council.
- We will continue to examine ways to support services in embedding approaches to organisational development and improvement.
- We will work more closely with Services to provide a more proactive communications service, in line with the customer satisfaction feedback received.
- We will undertake further work to agree a process for reviewing the corporate publications and part of this work will be to review the Corporate Media Policy and if necessary update. We will also develop a Corporate Communications Strategy.

- We will move to an online customer satisfaction survey for design services and work with services to ensure they are aware of the assistance, expertise and products that can be provided.

### Lead and support the delivery of the Council’s democratic process

- We will continue to develop improvements to the way in which the Council compiles the licensing conditions for T in the Park by working jointly with The Environment Service.
- We will continue to look at alternative methods of distribution of meetings papers to further reduce the level of photocopying and streamline further the production of Committee papers.

### Service employee review and development

Chief Executive’s Service	No. of staff	% complete
Total	68	81%

## Employee engagement survey

The survey was available to all employees within the Service (n101) during July 2008. A total of 64 employees responded giving a response rate of 63%.

High level results are summarised in the table below. The table is ordered by the percentage of employee who stated they agreed.

	Agree	Neither agree nor disagree	Disagree
The people I work with are committed to doing their best	93.8%	4.7%	1.6%
I am clear what is expected of me at work	92.2%	6.3%	1.6%
My team are passionate about delivering excellent customer services	90.6%	9.4%	0.0%
There is a good fit between the job and my skills and abilities	89.1%	6.3%	4.7%
I have the right tools and equipment to do my work effectively	86.0%	10.9%	3.1%
I am treated fairly at work	85.9%	9.4%	4.7%
I am treated as an individual	79.7%	10.9%	9.4%
My team has a good team spirit	76.6%	12.5%	11.0%
My role provides me with a daily opportunity to use my strengths	76.6%	15.6%	6.3%
I know how my job contributes to the Council's objectives	75.0%	18.8%	6.3%
I am given the freedom to solve problems	73.5%	20.3%	6.3%
Any problems that could stop me giving the best customer service are dealt with	65.6%	31.3%	3.1%
I receive regular recognition and praise on my performance at work	65.6%	20.3%	14.1%
At work my views and opinions seem to count	62.5%	23.4%	12.5%
At work my development is encouraged and supported	54.7%	34.4%	9.4%

## APPENDIX ONE

### Action plan

**Key Service Objective**

**National Outcome**

**Local Outcome**

**Net Cost**

Support Services and partners to deliver the strategic vision and shared outcomes for Perth and Kinross

15. Our public services are high quality, continually improving, efficient and responsive to local people's needs

The work of the Service supports the delivery of all local outcomes

£263,000

Policy/ Strategy Area	Activity	Lead	Relevant Indicators	Target 2008/09	Performance data trend	↓ → ↑	Comment
Community Plan 2006-2020	Lead and support services to deliver the strategic vision and outcomes for Perth and Kinross	Head of Change and Improvement	Production of an annual public performance report	Sept 08	Oct 08	Not applicable	The Council's Annual Performance Report was approved by Council on 1 Oct 08 and published on the Council's website. PKC Performs was updated and launched immediately.
Corporate Plan 2007/2010			Develop and implement monitoring and reporting framework for the Single Outcome Agreement	July 08	July 08	Not applicable	The draft framework was developed by July 08. The first interim performance report against the Single Outcome Agreement was submitted to the Community Planning Partnership in Dec 08 and was well received. Work is still ongoing to further develop the performance reporting framework following the revision of the SOA 2009.
Single Outcome Agreement							

Key

↑ = Performance is improving

→ = Performance is steady

↓ = Performance is declining

Policy/ Strategy Area	Activity	Lead	Relevant Indicators	Target 2008/09	Performance data trend	↓ → ↑	Comment
OCIP	Lead and develop the Equalities Strategy and Action Plan	Head of Change and Improvement	% key milestones completed within timescale	100%	2006/07 - 100% 2007/08 - 100% 2008/09 - 100%	→	All actions contained in the corporate equalities action plan are scheduled to be completed within agreed timescales over the 3 year period.

Key


↑ = Performance is improving

→ = Performance is steady

↓ = Performance is declining

**Key Service Objective**  
**National Outcome**  
**Local Outcome**  
**Net Cost**

Support Services and partners to modernise, transform and continually improve their services  
 15. Our public services are high quality, continually improving, efficient and responsive to local people's needs  
 The work of the Service supports the delivery of all local outcomes  
 £984,000

Policy/ Strategy Area	Activity	Lead	Relevant Indicators	Target 2008/09	Performance data trend		Comment
OCIP	Lead and support services in the modernisation and efficiency agenda	Head of Change and Improvement	% Customers Satisfied (Pullar House reception)	80%	2007/08 - 75% 2008/09 - 98%	↑	The main focus during 2008/09 was ongoing support for Kaizens that had taken place and improving the process itself. A programme for 2009 is currently being developed along with workshops to encourage the take up of Kaizen for next year.
			Kaizen Events completed	8	2007/08 - 11 2008/09 - 5	Not applicable	
			% of staff who agree that there has been an improvement in how risk management is embedded at PKC	60%	2007/08 - 41% 2007/08 - 57% 2008/09 - 64%	↑	Raised awareness at Service SMT level has assisted in embedding risk management across the Council, however work is still ongoing to make further improvements.

Key  
 ↑ = Performance is improving  
 → = Performance is steady  
 ↓ = Performance is declining



Policy/ Strategy Area	Activity	Lead	Relevant Indicators	Target 2008/09	Performance data trend	↓ → ↑	Comment
			Satisfaction of staff attending a corporate project management/ peer review training course	60%	2007/08 - 50% 2008/09 - 69%	↑	We ran more project management courses during 08/09 than the previous year and this has resulted in increased satisfaction. Peer review training has not yet commenced.
OCIP	Lead and manage the Council's Corporate Improvement Framework	Head of Change and Improvement	Satisfaction with corporate approach and advice provided % internal customers satisfied	100%	2006/07 - 100% 2007/08 - 100% 2008/09 - 100%	→	Although the overall satisfaction is 100%, any suggestions for improvement are taken on board.
			Corporate BMIP guidance % Services reports fully complied	100%	2006/07 - 87% 2007/08 - 87% 2008/09 - 100%	↑	During 2008/09 all Services complied with corporate guidance. Further improvements are ongoing through the use of peer review and quality assurance techniques.
			Statutory Performance Indicators: Production of an annual comparison report	April 09	April 09	Not applicable	The annual SPI comparison report was presented to Scrutiny Committee on 1 April 09. It showed how the Council compared to all 31 other Scottish Local Authorities.

Key

↑ = Performance is improving

→ = Performance is steady

↓ = Performance is declining

Policy/ Strategy Area	Activity	Lead	Relevant Indicators	Target 2008/09	Performance data trend		Comment
			% accurate and reliable information provided	100%	2006/07 - 100% 2007/08 - 100%		Collection of the SPI data for 07/08 was verified as complete and accurate by Audit Scotland in Sept 08. We introduced the requirement for written procedures to be produced for all SPIs to ensure information was collected in accordance with Audit Scotland guidance. This resulted in a successful audit for 07/08.
OCIP	Support elected members in their scrutiny role		Uptake of training and development sessions	Baseline to be set in 08/09	2008/09 - 96%	Not applicable	

Key

↑ = Performance is improving

→ = Performance is steady

↓ = Performance is declining

**Key Service Objective**

Promote continuous improvement and innovation through positive organisational development and effective communications

**National Outcome**


15. Our public services are high quality, continually improving, efficient and responsive to local people's needs

**Local Outcome**

The work of the Service supports the delivery of all local outcomes

**Net Cost**

£434,000

Policy/ Strategy Area	Activity	Lead	Relevant Indicators	Target 2008/09	Performance data trend		Comment
OCIP	Support Services in their approach to Organisational Development (OD)	Head of Change and Improvement	% staff aware of Council's Corporate vision	95%	2007/08 - 92% 2008/09 - Not available	Not applicable	The employee survey has been revised and this question is no longer asked.
			% of third and fourth tier managers who attended leadership development events	100%	2007/08 - 92% 2008/09 - 97%	↑	
			% of attendees who found the events useful	100%	2007/08 - 100% 2008/09 - 100%	↑	
			No of improvement initiatives taken forward by Council OD Champions	23	2007/08 - 22 2008/09 - 23	↑	

Key

↑ = Performance is improving

→ = Performance is steady

↓ = Performance is declining

Policy/ Strategy Area	Activity	Lead	Relevant Indicators	Target 2008/09	Performance data trend	↓ → ↑	Comment
OCIP	Manage effective corporate communication to external stakeholders	Head of Change and Improvement  and  Head of Democratic Services	No of visits to Council website	850k	2006/07 - 338k 2007/08 - 800k 2008/09 - 1.1m	↑	The number of visits to the Council website during 2008/09 exceeded the target despite the launch of the national recruitment portal which has replaced the Council's recruitment web pages.
			Annual SOCITIM rating for website	Transactional	2006/07 - Standard 2007/08 - Transactional 2008/09 - Transactional	↑	
			% of Viewfinder panel who read all or some of PK News	N/A	2007/08 - 79% 2008/09 - Not available	↑	Viewfinder is currently under review. Information will be obtained from the next Resident Survey.
			% customers satisfied with communications support provided	100%	2007/08 - 100% 2008/09 - 89%	↓	It should be noted that the sample size for the survey was very small. The respondents who did not state they were satisfied during 2008/09 (14%) stated they were

Key

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Policy/ Strategy Area	Activity	Lead	Relevant Indicators	Target 2008/09	Performance data trend	↓ → ↑	Comment
							neither satisfied nor dissatisfied with the overall service provided. However, 100% of respondents stated they were satisfied with the advice they received.
OCIP	Provide a value for money design service	Head of Democratic Services	Corporate satisfaction with design services % of internal customer satisfied	98%	2006/07 - 100% 2007/08 - 96% 2008/09 - 96%	→	There has been no change in the overall satisfaction reported between 07/08 and 08/09 but there has been an increase in the number of respondents who rated the services provided as 'very good' compared to 'good' in every category surveyed.

Key




↑ = Performance is improving




→ = Performance is steady

↓ = Performance is declining

**Key Service Objective**  
**National Outcome**  
**Local Outcome**  
**Net Cost**

Lead and support the delivery of the Council's democratic process  
 15. Our public services are high quality, continually improving, efficient and responsive to local people's needs  
 The work of the Service supports the delivery of all local outcomes  
 £434,000

Policy/ Strategy Area	Activity	Lead	Relevant Indicators	Target 2008/09	Performance data trend		Comment
OCIP	Support and manage the democratic and decision making process of the Council and its partners	Head of Democratic Services	% Uptake by members of training and development sessions	55%	2007/08 - 48% 2008/09 - 35%		Levels of attendance vary dependant on the content of each session. Personal Development Plans (PDPs) are now in place for every elected member and members will uptake training relevant to their PDPs.
			Respond to requests from Community Councils for support and advice within 14 days	100%	2007/08 - 100% 2008/09 - 100%		We continue to respond to 100% of requests for advice within the response times contained in the approved Customer Service Standards.
			Member satisfaction with democratic services % of elected members satisfied	65%	2008/09 - 71%	Not applicable	

Key  
 = Performance is improving  
 = Performance is steady  
 = Performance is declining

Policy/ Strategy Area	Activity	Lead	Relevant Indicators	Target 2008/09	Performance data trend	↓ → ↑	Comment
OCIP	Provide the Registration of Births, Deaths and Marriages Services including Civil Partnerships	Head of Democratic Services	% of registrations of births, deaths and marriages with no errors	96%	2006 - 93% 2007 - 96% 2008 - 96%	↑	We continue to take steps to improve this level. Next year we will aim to meet or exceed the national average of 97%.
			Customer satisfaction with civil marriages/ Partnerships % of customers satisfied	100%	2007 - 100% 2008 - 100%	→	Annual training on standards has secured this performance. We continue to seek new ways to maintain this level of satisfaction.

Key

↑ = Performance is improving

→ = Performance is steady

↓ = Performance is declining

## Improvement Plan

Key Area for Improvement	Activity	Lead	Relevant Indicators	Target 2008/09	Result/ Outcome	Comments
Improve the Council's civic, democratic and decision making processes	Keep under review the support provided in respect of the operation of the Council's civic and democratic services and decision-making processes	Head of Democratic Services and Head of Change and Improvement	Develop performance measures and baseline data following Kaizen Blitz review of Committee Services	April/May 08	100% completed	Following the Kaizen we have developed a small number of key performance measures which will be included in the team plan.
			Develop and implement personal training and development plans for elected members	Oct 08	100% completed	Personal Development Plans are now in place for every elected member based on key competencies as outlined in reviewed job descriptions.
			Develop and implement revised job descriptions for elected members	Oct 08	100% completed	Job descriptions were approved by Council on 1 Oct 08.
			Review Committee remits and membership to ensure appropriate representation on all Committees	Oct 08	60% completed	Work is almost complete on examining the governance arrangements for the community planning partnerships following the SOA.

Key Area for Improvement	Activity	Lead	Relevant Indicators	Target 2008/09	Result/ Outcome	Comments
	Participate in and implement findings of the external review affecting democratic services	Head of Democratic Services	National review operation of community council: Respond to consultation Implement findings of the review  Gould review of 2007 elections: Respond to consultation Implement findings of the review	April 08  April 08	100% completed  100% completed	We responded to the consultation within timescale. The findings are now published and we are considering next steps to implement outcomes of the national consultation exercise.  We responded to the consultation within timescale. The final report has been published and the findings are now being implemented via statutory provision.
Improve Chief Executive's Service approach to organisational and employee development	Establish Service employee group to take forward issues in relation to staff development, training and improvement	Head of Democratic Services  and  Head of Change and Improvement	Establish Service employee group  Improve employee survey results: % of staff who feel that blockages are removed to deliver excellent customer services (Baseline - 49%)	May 08  60%	50% completed  66%	The Service OD Champions have been taking forward issues on behalf of the Service. A wider employee group is being established to take this forward.  Measures have been put in place following the initial staff survey to address recognition, development and removing blockages. This has had a positive impact on the figures.

Key Area for Improvement	Activity	Lead	Relevant Indicators	Target 2008/09	Result/ Outcome	Comments
	Develop and implement an improvement plan for the HR Strategy		% of staff who feel they receive regular recognition and praise (Baseline - 48%)	65%	66%	We have now developed a Workforce Plan for the Service.  Monitoring will take place six monthly.
% of staff who feel that their development is supported and encouraged (Baseline - 48%)			65%	55%		
Develop service Work Force Plan			June 08	100% completed		
Monitor 6 monthly			Dec 08	0% completed		
Improve effective and efficient Council communications	Undertake a review of corporate publications  Review media policy	Head of Democratic Services  and Head of Change and Improvement	Review of corporate publications completed  Review of media policy completed	Dec 08  Dec 08	25% completed  0% completed	The review of corporate publications and the review of the media policy were postponed until the new Corporate Communications Manager was in post (Mar 09). Revised dates have been agreed, and the review will be completed by end of 09/10.

Key Area for Improvement	Activity	Lead	Relevant Indicators	Target 2008/09	Result/ Outcome	Comments
	Implement web accessibility and usability improvement actions		Review completed	Aug 08	100% completed	Implementation of the web accessibility and usability improvement actions were completed by Aug 08.
Improve how we support Services to manage risks and projects	Review and refine risk management strategy  Embed project peer review process across Perth and Kinross Council	Head of Change and Improvement	New strategy completed and approved by SP&R Committee  No. of project peer reviews conducted	June 08  5	100% completed  0	The new strategy was completed and approved by Strategic Policy and Resources Committee on target and will be reviewed in 2010.  The peer review process is on hold pending the Corporate Resource Group's approval of a peer review rolling programme.
Improve Perth & Kinross Council's customer services	Contribute to development of national customer satisfaction measures	Head of Change and Improvement	Respond to consultation	Sept 08	100% completed	We responded to the consultation within timescale. The Improvement Service is now tasked with developing a bank of satisfaction measures for local authorities to use. This will inform the Council's approach to measuring customer satisfaction.

Key Area for Improvement	Activity	Lead	Relevant Indicators	Target 2008/09	Result/ Outcome	Comments
Improve the Chief Executive's Services performance arrangements to support a more outcome focused approach in service delivery	Review the current Service performance indicators	Head of Democratic Services	Review completed and included in new BMIP	Dec 08	100% completed	Work has been undertaken with each of the Service managers to review the performance indicators in key areas. The revised performance measures have been included in the Chief Executive's Service BMIP 09/10
	Revise the Chief Executive's Service performance management framework to ensure more effective analysis of trends	and Head of Change and Improvement	No. of Delayed Office Opening Meetings held with the whole Service used to reiterate the Service approach to improvement and support staff	4	4	Service OD Champions are now responsible for the agenda for the DOO meetings which have an emphasis on improvement
	Implement a more systematic and proactive approach to feedback from all key stakeholders, including elected members		Review quality of Service team plans and develop consistent approach	June 08	100% completed	All Service managers attended training on developing team plans. Part of the training involved reviewing existing team plans and identifying how these can be further improved
	Ensure that staff are clear about their roles and responsibilities and the Service approach to continuous improvement					

<b>Key Area for Improvement</b>	<b>Activity</b>	<b>Lead</b>	<b>Relevant Indicators</b>	<b>Target 2008/09</b>	<b>Result/ Outcome</b>	<b>Comments</b>
Support services in equalities and take equalities forward within the Chief Executive's Service	Develop and implement a development programme for equalities	Head of Change and Improvement	Develop service equalities plan  Monitor six monthly	April 08  Sept 08	100% completed	Each Service now has an Equality Action Plan in place. These will be monitored six monthly from April 2009.