

Chief Executive's Service
Joint Business Management & Improvement Plan
and Annual Performance Report
2010



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Introduction

Welcome to the Chief Executive's Service Joint Business Management and Improvement Plan & Annual Performance Report 2010

2009/10 has been a busy year for the Service, co-ordinating the production of the second Single Outcome Agreement, the new Corporate Plan and a revised financial plan. We have also welcomed our colleagues from Finance, Human Resources and Legal services to our midst and established the new Chief Executive's Service comprising of: Business Transformation and Improvement; Democratic Services; Finance; Human Resources; and Legal Services.

This new format report sets out some of our key achievements over the past year and provides you with a clear overview of where improvement still needs to be made.

However, and most importantly, this plan focuses on the challenge ahead of us. The financial environment for local government has changed significantly in this time of economic downturn, and our Service will need to provide leadership and support through a process of service delivery transformation and reduction.

Working closely with our elected members and services we will drive this agenda forward, providing the guidance, governance, tools and techniques which services can use to deliver savings whilst maintaining a focus on delivering outcomes to our citizens and communities.

We commend this plan and performance report to you.



Bernadette Malone, Chief Executive



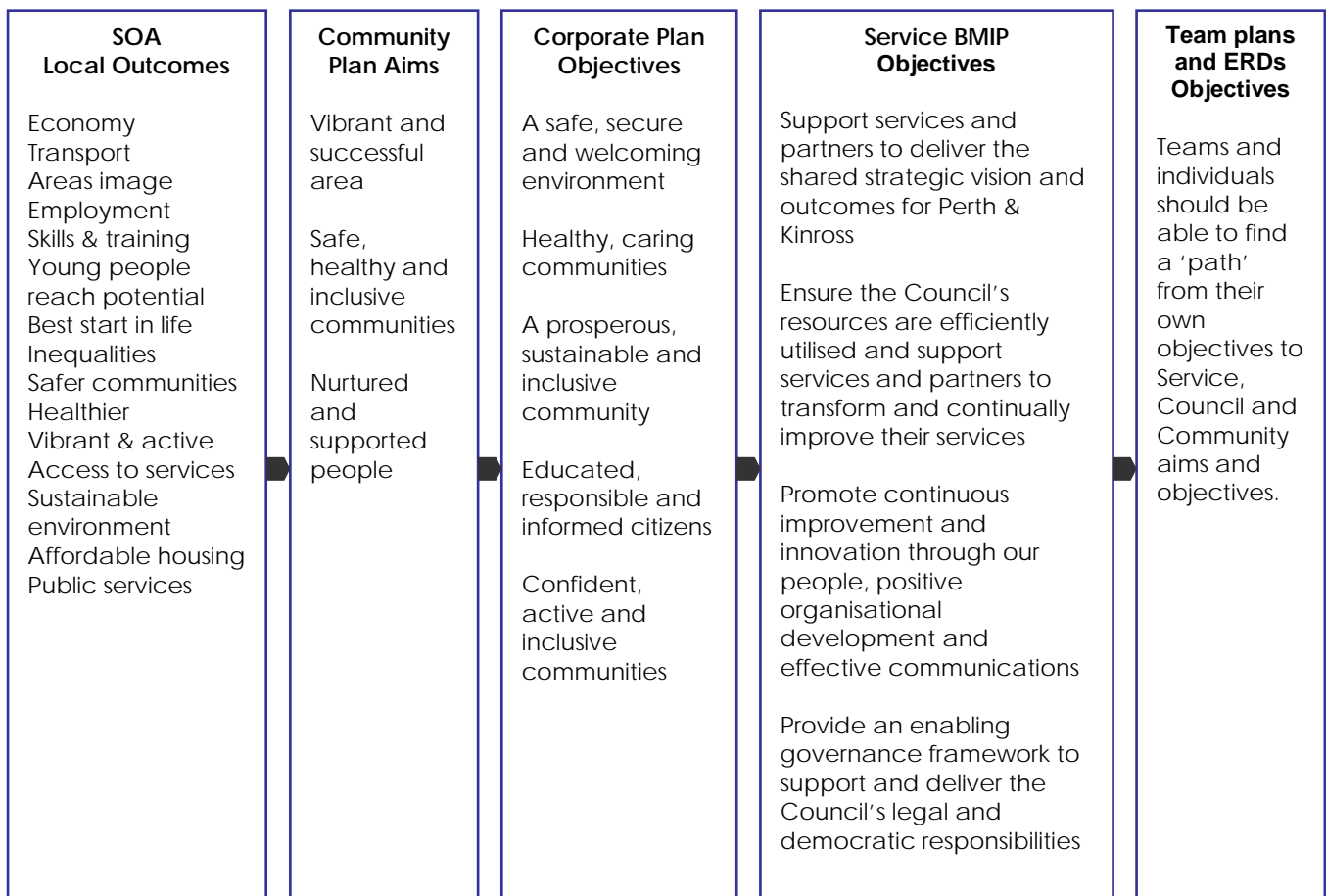
Jim Irons, Depute Chief Executive

Part 1 Service overview

Service objectives

- 1 Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross
- 2 Ensure the Council’s resources are efficiently utilised and support services and partners to transform and continually improve their services
- 3 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 and democratic responsibilities

The golden thread or the way in which it all hangs together



Who are we and what do we do?

Overall the role of the Chief Executive's Service is to ensure that the Council meets changing strategic and operational challenges, supports services in managing resources and corporate governance and focuses on continuous improvement in the services we are delivering. The recent changes to the Chief Executive's service will ensure a modern and efficient way of working as well as continuous improvement in service delivery.

Among other things the Chief Executive's Service is aimed, at adding value to the work of the Council, the services it provides and partnership working, by supporting individual Services in achieving national and local policy priorities.

The new Chief Executive's Service has five Heads of Service:



Tina Yule, Head of Business Transformation and Improvement

Business Transformation and Improvement

Our main purpose is to provide overall co-ordination of the transformation and improvement agenda within the Council. We lead the development of the Customer Focus agenda in the Council and work closely with Services to support their development needs and provide tailored solutions to assist the management of change. We provide co-ordination of the corporate approach to equalities within the Council providing specialist advice and guidance. Our Partnership and Improvement function co-ordinates and supports our Community Planning and wider partnership processes, develops and monitors the Single Outcome Agreement, Community and Corporate Plans.

Key customers: Elected members, Council Services, Scrutiny Committee, Community Planning Partners, Executive Officer Team, Corporate Management Group

Democratic Services

We support and manage the democratic, decision making and election processes of the Council and its partners and in doing so ensure the Council meets its statutory duties in that regard. We also act as a direct service provider in respect of the Registration of Births, Deaths, Marriages and Civil Partnerships. We have lead responsibility for developing and implementing the corporate framework for communications and handling the media. We work with services to deliver improved external/internal communications.

Key customers: Elected members, Community Councils, Community Planning Partners, Executive Officer Team, Corporate Management Group



Gillian Taylor, Head of Democratic Services



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 and staffing 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.

Key customers: Elected members, Council Services, Strategic Policy and Resources Committee; Audit Sub Committee; Employees; Council suppliers and public.

Human Resources

We are responsible for leading the implementation of the Human Resources Strategy across the Council. We provide professional leadership on the most effective management of human resources and provide advice and assistance to managers on all personnel matters. We also contribute to organisational improvement by providing support to the Council in the transformation and improvement agenda.

Key customers: Elected members, Council Services, Community Planning Partners, Executive Officer Team, Corporate Management Group, Managers



Hugh Mackenzie, Head of Human Resources



Ian Innes, Head of Legal Services

Legal Services

Legal Services advise the Council on legal matters and carry out a wide range of legal services emanating from the decisions and activities of the Council. These services include conveyancing; litigation; research and advice; contract work; employment matters; and monitoring new legislation and case law. Legal Services have a particular responsibility for ensuring that the Council acts legally in an environment in which the public have ever increasing rights of challenge in respect of the acting's of public authorities. They also provide appropriate training on a wide range of legal matters. Corporate complaints; information compliance; freedom of information requests; data protection; information security and licensing also form part of Legal Services.

Key customers: Elected members, Council Services, Community Planning Partners, Executive Officer Team, Corporate Management Group

Summary of resources 2010/11

Revenue Budget 2010/11

	Service core	Democratic Services	Bus Trans & Imp	Legal	Finance	HR	Total
	£000	£000	£000	£000	£000	£000	£000
Staff	326	2,531	826	1,447	2,561	1,502	9,193
Supplies and Services	30	649	126	148	324	341	1,618
Other Costs	18	459	4	5	337	21	844
Sub Total	374	3,639	956	1,600	3,222	1,864	11,655
Income	0	618	0	565	565	223	1,971
Total	374	3,021	956	1,035	2,657	1,641	9,684

Capital Budget 2010/11 – 2012/13 (Customer First)

	Customer Relationship & Management	ICT Booking System	Entitlement Cards	CRM System	Blairgowrie Face to Face Services	Total
	£000	£000	£000	£000	£000	£000
2010/11	15	222	25	95	475	832
2011/12	0	0	0	0	0	0
2012/13	0	0	0	0	0	0
2013/14	0	0	0	28	0	28

Human Resources

	Chief Executive Core		Democratic Services		Bus Trans & Imp		Legal		Finance		HR		Total
	M	F	M	F	M	F	M	F	M	F	M	F	All
Chief Officers	0	1	0	1	0	1	2	0	1	0	1	0	7
Service Managers	0	0	2	1	2	2	2	2	2	0	2	1	17
Team Leaders	0	0	0	2	0	7	5	5	8	4	1	4	36
Professional Officers	0	0	0	6	0	2	2	2	3	8	3	11	37
Tech, Admin & Support Staff	0	2	7	24	3	2	4	10	11	39	3	14	119
General Staff	0	2	1	9	0	0	1	9	1	15	0	3	41
Total	0	5	10	43	5	14	16	28	26	66	10	33	256

Age Profile

	Chief Executive Core		Democratic Services		Bus Trans & Imp		Legal		Finance		HR		Total
	M	F	M	F	M	F	M	F	M	F	M	F	All
17-19	0	0	0	0	0	0	0	0	0	0	0	0	0
20-29	0	0	2	2	1	4	1	3	3	10	0	3	29
30-39	0	2	1	9	1	1	3	6	5	20	0	9	57
40-49	0	1	2	11	2	6	5	11	9	16	4	18	85
50-59	0	2	2	18	1	3	6	6	7	18	4	3	70
60+	0	0	3	3	0	0	1	2	2	2	2	0	15
Total	0	5	10	43	5	14	16	28	27	66	10	33	256

Equalities

	No. of employees	% of total employees
Employees with a disability	2	0.8
Ethnicity:		
Any Other White Background	0	0.0
Asian - Chinese	1	0.4
White - English	14	5.5
White - Scottish	230	89.5
White - Welsh	1	0.4
White - Irish	6	2.3
White - Other British	5	1.9

Physical Resources

Service	Location
Chief Executive Core	2 High Street
Democratic Services	2 and 5 High Street; Local Area Offices in Auchterarder, Blairgowrie, Crieff, Kinross and Pitlochry; Home Based Services in Aberfeldy, Kinloch Rannoch, and Milnathort; Agency (Solicitor) Practice in Coupar Angus.
Business Transformation	2 High Street and Blackfriars Development Centre
Legal	2 High Street
Finance	2 High Street and Pullar House
Human Resources	2 High Street

Information Resources

Package	Description
SNAP	The Service uses Statistical Package for Social Science (SPSS) to analyse the results from the employee survey
Northgate Elections Management System	The system is used to manage the election process and contains details of all polling stations, personnel candidate and election agent information.
Newsflash	Newsflash records details of all media enquires and press releases. It is also used to monitor the tone of Council press coverage in Scottish media
Magique	Magique is a risk management system which is used by the Service to identify, monitor and control the Council's risks
ProjectVision	Project and performance management system used to support Services
Design Packages	Adobe and Publisher allows you to gather, prepare, and share, create, personalise, and share a wide range of publications and marketing materials
08T2 VOTE – Postal Voting	Opt2Vote is a Postal Vote handling system implemented between PKC Chief Executives and Tayside Valuation Joint Board
ResourceLink	This system provides an Integrated HR and Payroll solutions for 7200 Council employees and 800 employees of other organisations
Integra	The Council's main financial information system, supplied by ISoft, provides for general, purchase and sales ledgers as well as ordering
Cashbook	Provided by Capita, this system records all income generated within the Council including the admin associated with standing orders and direct debits.
Financial Director	Banking software that permits same day treasury and other financial transfers
Surveygizmo	Online survey software used for online consultation with customers
Northgate Licensing	System is used to support the processing of licence applications
Solcase	System is used to support the legal work associated with Council House Sales
Scottish Local government Recruitment Portal	The portal is used to advertise vacancies and manage the application process for all Council vacancies.

Contextual analysis

Changes in Council business often derive from wider changes in politics, society, economics or technology, therefore, the Chief Executive's Service undertakes annually a review of these strategic factors as part of the Business Management and Improvement Planning process.

Political

The Service will require to manage three consecutive years of elections between 2010 and 2012 in terms of administrating the elections themselves and maintaining the democratic process throughout this period. We will require to support the introduction of any new legislation and similarly continue to co-ordinate the local delivery of Concordat commitments. New approaches to scrutiny are also currently being implemented which should minimise the burden on Services but will require the Service to provide leadership and support in strengthening self evaluation. Working within the political dimension and supporting officer and elected members to develop effective relationship and community leadership is increasingly important in this context.

Economic

The Council is facing unprecedented challenges in terms of real reductions in future financial settlements – the Service will require to provide strong leadership in developing our budget strategy and transformation programme to deliver the level of savings required. The implications of the removal of ring fenced funding, the continued drive for efficiency and the need to understand the true costs of delivering services and outcomes will be of the utmost importance in supporting services to meet challenging financial targets.

Social

Significant demographic growth set against increasing customer expectations means that the Service will be required to support effective partnership and collaborative working to facilitate the future delivery of services. The personalisation agenda and focus on individual needs requires an increased customer focus from the Council as a whole – and this will be important in the context of the financial challenge – we will need to provide leadership and support to services to ensure our customers and communities understand the levels of service and outcomes they can expect whilst ensuring that equality of access is maintained.

Similarly our staff expect equalities in employment in our employment practice and that our policies and procedures are fair and provide for worklife balance. The Service must provide a focus for strategic workforce and resource planning to support services and meet the future needs of the Council.

Technical

In leading the development of the Council website and Intranet, the Service requires to continue to support e-service delivery and provide strategic leadership of the implementation of CRM, smartcards, Citizen Account and call centre services. Information and records management and security are increasingly important, not only to support our Freedom of Information and Data Protection compliance, but to ensure the efficient and effective sharing of data to support service delivery. The Service will support the implementation of mobile and home working in terms of its own staff and in support of other services.

The focus for the Chief Executive's Business Management and Improvement Plan 2010 – 2013 reflects many of the issues arising from this contextual analysis. In particular, the Service will provide strong support but also constructive challenge in areas such as communications, customer focus, the Single Outcome Agreement, corporate governance, electoral administration and public sector leadership collaboration.

Performance summary 2009/10

We supported services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross

The Chief Executive's Service developed and implemented Perth and Kinross Council's strategic planning and improvement framework which incorporates the Single Outcome Agreement (SOA), Corporate Plan and Corporate Improvement Plan. We also introduced Joint Business Management & Improvement Plans and Annual Performance Reports for 2010/11 (See case study 1). Considerable effort has been made to cascade these documents to staff to ensure that a 'golden thread' exists from vision through to individual's objectives.

To support delivery of the strategic planning and improvement framework we strengthened the Council's performance management arrangements and developed a monitoring and reporting framework for the Community Planning Partnership against the SOA. We also established the Joint Performance and Planning Group with Community Planning partners to facilitate closer working. This has enabled us to develop a joint performance reporting calendar and establish a process for regular data collection on the SOA Indicators. The Council is also represented on the NHS Perthstat operational group, which again allows for closer working with our NHS partners. Work continues to improve and refine our arrangements.

Case study 1 Joint BMIPs and Annual Performance Reports

On an annual basis each Service produces a Business Management and Improvement Plan (BMIP) and a separate Annual Performance Report against the previous year's BMIP. In response to feedback from elected members, this year we have integrated Service BMIPs with the Annual Performance Reports to produce a single, clear, concise and streamlined document which incorporates all of the high level information that a Service needs to plan and manage its business effectively. The integrated approach gives elected members a better opportunity to consider service planning based on performance which will improve the ability of members to scrutinise performance effectively. The joint BMIP and Annual Performance Reports make it easier to see where past targets have not been met and how the Service plans to deal with this. Elected members can also track which indicators have been changed or deleted and the reasons for this, again enabling better scrutiny.

Ensure the Council's resources are efficiently utilised and support services and partners to transform and continually improve their services

Customer focus is a key priority for the Council and during the last year the Chief Executive's Service has worked with services and partners to review the Council's approach to the collection and use of customer satisfaction information to enhance performance management. Customer performance standards and satisfaction measures have been incorporated in the Council's performance management framework via the Service BMIPs and processes are being put in place for a more systematic approach to collecting information. The Council has contributed to the national customer satisfaction project being taken forward by the Improvement Service to develop a common standard, build capacity and share best practice in the field of customer satisfaction and experience measurement of local government services.

In the last year we have continued to develop our technology to improve service delivery and support the Council's approach to customer focus. Completion of phase 2 of the Customer Relationship Management System (CRM) project has improved consistency of approach by extending CRM to the face to face and online environments. Redevelopment of the website home page has enabled easy access to a wide range of online services including Report It, Say It, Pay It, Apply for It and a 'Find Your Nearest' facility that allows customers to enter a postcode to find information relevant to that area including school catchment area, recycling collection dates and electoral information.

Case study 2 Online Customer Consultation

The Council is committed to engaging efficiently and effectively with residents and service users across the area. Online consultation via our website is an ideal medium for encouraging participation because of its reach and interactive nature. It complements traditional methods such as focus groups and paper surveys and is an opportunity to engage those who would not participate using traditional methods. To enable online consultation in a planned and consistent way, the Council subscribed to SurveyGizmo. User training was based on best practice guidance for the design and creation of successful online surveys for the most advanced of requirements. An online consultation was developed in SurveyGizmo to support the four week consultation on the future of Perth City Hall. Residents, businesses and market operators were consulted and could either respond online via the Council website or by completing paper copies of the survey. Over 800 online responses were received within the first three weeks of the consultation.

The Service has supported Elected Members; the Executive Officer Team and Council Services in the development of budget strategy in anticipation of a period of considerable financial constraint. Workforce Planning measures have been developed to provide a framework for Council Services in enabling transformational change in Service delivery whilst managing costs and ensuring the best use of our people. The implementation of an integrated HR and payroll system will enable the future development of a centralised model of service delivery bringing together expertise from across the Council whilst delivering future efficiencies. The Chief Executive's Service is also leading on the update of the Council's Integra financial information system with a view to both improving management information and creating a platform for realising future efficiencies in transaction processing.

We have continued to provide support and guidance to elected members of the Scrutiny Committee to ensure clarity of their role and to enable them to challenge policy setting and service performance effectively. Support was provided to the Scrutiny Committee to undertake a review of Grounds Maintenance which was completed and reported in September 2009. The Service also assisted the Scrutiny Committee to produce a 'Guide to Scrutiny at Perth and Kinross Council'.

We promoted continuous improvement and innovation through our people, positive organisational development and effective communications

The Chief Executive's Service recognises that the Council's success is largely determined by our workforce and over the last year it has taken forward a number of actions to improve how the Council manages and develops our staff. We have continued to implement the Council's Human Resources Strategy, 'Securing The Future Together With Our Employees' and at the end of 2009 we used the How Good Is Our Council self assessment to determine key priorities for managing and developing our people.

The review phase of the Strategic Review of Human Resources & Payroll has concluded. This identified improvements in respect of organisational structure, communication and stakeholder engagement, technology, accommodation, staff development and training and how to provide effective support to managers through this major change process. When fully implemented the new HR and Payroll Service will deliver a significant level of efficiency savings, maximise the potential of the new Resource Link system and create the capacity to support the Council transformational agenda.

During 2009/10 the Service coordinated the first employee survey across all Council Services. The online survey focuses on 15 key questions designed with a short turnaround period to give quick feedback at team level. The overall response rate for 2009/10 was 52% which is high in comparison to other such employee surveys across all sectors and overall satisfaction rates of over 70% reflect positively upon the Council as an employer.

The Chief Executive's Service has led the Council's approach to celebrating the success of our employees. The scheme is now in its third year and the number of applications received has climbed from 30 in 2008 to 46 in 2010. We also led the Council's participation in the COSLA Excellence Awards, culminating in the achievement of two bronze awards and the Council's first ever gold award in March 2010.

We have continued to develop the Council's Recruitment Portal and as a result we have significantly reduced the number of steps in the Council's recruitment process, thereby eliminating duplication of effort and saving time, resource and recruitment advertising expenditure. Time to hire has reduced from 79 days to 54 days and unsuccessful recruitment campaigns have reduced by 50%.

Case study 3 Council's Integrated HR and Payroll System (IHRP)

We have rolled out Resourcelink, the Council's new integrated human resources and payroll system. The project has facilitated the successful move of all staff onto the new system. To augment this move, a suite of management information reports are being developed to enhance current provision. Resourcelink provides a self service portal called MyView and this functionality will be rolled out in a phased approach commencing in April 2010, the first phase will allow some employees to view payslips and change personal information such as bank, address and contact details. Increased functionality will be rolled out over the coming months which will include online forms such as travel and overtime. In addition the Council has also procured a corporate time and attendance module that will replace the multiple flexitime systems currently in use throughout the Council.

We provided an enabling governance framework to support and deliver the Council's legal and democratic responsibilities

In September 2009 we achieved final implementation of the Licensing Scotland Act 2005. Between March 2008 and September 2009, which was the transition period to the new legislation, the Council's licensing staff provided advice and support to all licensees in the form of road shows, guidance notes and meetings and dealt with in excess of 600 applications for new licences, as well as continuing to deal with the work generated under the existing licensing framework. Supporting local licensees through this challenging transition has been a major undertaking, and Perth and Kinross was one of only a handful of areas in Scotland where all new licences were issued by the 1 September 2009 deadline.

In 2009, 1133 residents of Perth & Kinross applied for and received Private Landlord Registration, and an overall total of 4683 registrations are now approved. Work is continuing to ensure that all landlords are registered. This is being achieved through close co-operation with partners such as Tayside Fire and Rescue and through the gathering of information from various other sources. The registration framework helps secure improvements in the standard of private rented accommodation across Perth and Kinross as the scheme requires landlords to be fit and proper.

The European Parliamentary Elections were successfully delivered in June 2009, with the Electoral Commission performance standard having been met in six areas and exceeded in one area.

Case study 4 Provost's Award for Family History Services

In 2009, Family History Services were awarded with the Provosts Award during the Council's second Securing the Futures Award Ceremony. Interest in genealogy services is increasing and is recognised as an opportunity for local economic development through increased tourism. On this basis, the Council's Registration Services worked with colleagues in Archives, Local Studies, Bereavement and Heritage Services to develop the Council's Family History Services. Training for Registration Service staff in helping people research their family tree, the launch of the Family History Centre in the Registrars office in Perth, and the production of the 'Keekin for Kin' booklet were key to the project. Records of births, marriages and deaths, burial records or local and national historical materials can all contribute to tracing a family tree. Provost John Hulbert said: *"Our Family History Services are quite simply the best in Scotland, and probably in the UK. For that they justly deserve the Provost's Award."*

Service approach to improving for our customers, communities and stakeholders

Customer Focus

The Chief Executive’s Service is committed to meeting the needs of customers both in the community and within the Council. Providing support to other Council Services to enable them to manage their business is central to the five functions of the Chief Executive’s Service. To enable each of the functions to further enhance how they respond to these internal customers we will implement a more systematic and proactive approach to gaining feedback from all key stakeholders, including elected members. This will further support the development of a more corporate and systematic approach to promoting customer satisfaction.

We will improve our services to external customers by introducing additional transactional on-line services, expanding the functionality and use of the Customer Relationship Management System, implementing the review of rural service contact arrangements and ensuring that customer service training is implemented fully for all front line staff. We will also improve the involvement of communities of interest and, in particular, equalities groups in developing the Council’s policies and services.

In addition, the Chief Executive’s Service is committed to improving the Council’s approach to the collection and use of customer satisfaction information as part of its overall performance management arrangements to improve service delivery.

The table below sets out how we have engaged with our customers over the last year and how we have acted on this feedback.

Feedback method 2009/10	What are the key messages?	What will we do as a result?
Annual Performance and Planning Group satisfaction survey	Clear opportunity for more joined up working between the Performance and Planning Group and Risk Management Group.	The remit of the Performance and Planning Group is changing to include risk management. This will help embed risk management in the Council’s performance management framework.
Annual Communications satisfaction survey	Overall satisfaction with corporate communications is high but need to be more proactive.	We are working closely with Services to develop a Corporate Communications Strategy which will help us take a more proactive approach to internal communication.
Design Team satisfaction questionnaires	Feedback from the customers of the design team is that satisfaction is very high.	We continue to review the questionnaire to ensure we are asking the right questions to give us the most useful feedback.
% of customers satisfied with civil marriages/ partnerships outwith	100% of respondents have stated that they are satisfied with the service provided for the last 3 year.	Feedback continues to indicate high satisfaction levels with the services provided and an appreciation of the effort staff put into making each ceremony special.
Customer service performance standards – comments box	Feedback from this method has been minimal.	The comments boxes enable customers to provide feedback on their experience. All comments are investigated for improvement.

We will continue to investigate new ways of engaging with our customers, both internal and external. This is a priority for the Service and indeed the Council over the next year. Our improvement plan includes key actions to ensure we are proactive in taking this forward.

Performance Management

The Chief Executive's Service Business Management and Improvement Plan provides a clear blue print for action so that every employee knows what the key priorities are for our service and how they will contribute to achieving them. An important part of the Chief Executive's Service planning process involves the reviewing of performance of the other services and assessing how the results of their inspections and self evaluation highlight corporate issues that need to be addressed generally by the Council.

Robust performance management is embedded in the Service. As well as leading the corporate performance and planning process, the Service also ensures that it monitors its own performance on a quarterly basis. The quarterly report provides the Service with a whole system view of performance across the Service Business Management and Improvement Plan, allowing us to track our progress against our target deadlines and to improve our levels of performance where necessary. The Service will review these arrangements during 20010/11 in light of the recent changes to the Service.

Risk Management

As part of the Business Management and Improvement Planning process, the Chief Executive's Service identifies the key risks that could impact on the effectiveness of its activities. Key risk mitigation controls and actions are included within the action and improvement plans of this document. This is supported by the Chief Executive's Service risk profile which contains the detail of all service risks and the controls which are in place to manage these. The Service regularly reviews current controls to reduce the likelihood of the risk occurring and ensure they are adequate to reduce the impact of the consequences should the risk materialise. During 2010/11 the Service will integrate reporting against these risks with the Service's wider performance reporting processes to ensure risk management is embedded within our performance management arrangements. This approach will also be taken Council wide and the transfer of risk management to the remit of the Council's Performance and Planning Group at the end of this year will be the first step in taking this forward.

The key risks the Chief Executive's Service requires to manage are to:

- communicate effectively with members of the public (service risk)
- effectively scan the external environment and understand, interpret and respond to change (service risk)
- proactively manage our relationship with community councils (service risk)
- plan effectively for financial challenges (service risk)
- maximise the potential of partnership and collaborative working (service risk)
- deliver the single outcome agreement (corporate risk)
- deliver on equalities and diversity across the Council (corporate risk)
- deliver, implement and support the development of information managements systems/ processes and procedures across the Council (corporate risk)

Further Service risks relevant to Finance, HR and Legal functions will be added following revision of the current risk profile in 2010/11.

Key areas for improvement 2010/13

The Improvement Plan details the various actions which the Service will progress over the next year to take forward the Service's key areas of improvement. These have been identified primarily through the annual self evaluation process 'How Good is Our Council?' (HGIOC) and for 2010/11 our top priorities include:

- Supporting services and partners in taking forward the Council's transformation strategy
- Developing and empowering our staff through the Review of the HR Strategy, implementing the recommendations from the Reviews of Learning and Development and HR (encompassing payroll, professional HR and recruitment)
- Continue to develop a systematic approach to gathering customer information, including satisfaction, in order to inform decision making and service delivery
- Continue to support elected members to develop their scrutiny role
- Supporting the efficiency and effectiveness of the Council by further developing our medium term financial planning, internal inspection and improvement planning and performance management arrangements to embed risk management, statutory performance indicators and the use of benchmarking and comparative information.
- Ensuring the Council is in a state of readiness for implementation of the new Equalities Bill.

Part 2

Joint action plan and annual performance report

Key Service Objective 1
National Outcome 15
Local Outcome
Net Cost

Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross
 Our public services are high quality, continually improving, efficient and responsive to local peoples needs
 The work of the Service supports the delivery of all local outcomes
 £661,000

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Targets		
				07/08	08/09	09/10	Trend		10/11	11/12	12/13
Single Outcome Agreement 2009	Lead and support services to deliver the strategic vision and outcomes for Perth and Kinross (Head of Business Transformation)	% of Council staff who know how their job contributes to Council objectives	75%	–	70%	78%	↑	Considerable effort has been made to cascade the Corporate Plan and SOA objectives to all staff in the Council. The targets in the SOA 2009-11 are for 2009/10 and beyond. 2009/10 data will be available in June to establish a baseline for this new indicator.	80%	85%	90%
		% of SOA indicators delivered on target	90%	–	–	Available June	–		100%	Development of SOA 2011-14	
Corporate Improvement Plan 09/12	Lead and develop the Equalities Strategy and action plan (Head of Business Transformation)	% of relevant policies across all services which have been equality impact assessed	–	–	–	New	–	New Indicator, baseline to be established in 2010/11.	100%	100%	100%

Key Service Objective 2 Ensure the Council's resources are efficiently utilised and support services and partners to transform and continually improve their services

National Outcome 15 Our public services are high quality, continually improving, efficient and responsive to local peoples needs

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

Net Cost £3,354,000

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Targets		
				07/08	08/09	09/10	Trend		10/11	11/12	12/13
Corporate Improvement Plan 09/12	Support all Council Services in managing and accounting for the Council's financial resources (Head of Finance)	% of invoices within credit terms (SPI)	90%	91%	87%	92%	➔	Performance in this area remains steady.	92%	92%	92%
		% of payroll payments made on time and free of notified errors (SPI)	99.8%	99.8%	99.8%	99.8%	➔	Performance in this area remains steady at 99.8%	99.8%	99.8%	99.8%
Corporate Improvement Plan 09/12	Lead and support services in the customer focus agenda (Head of Business Transformation)	% of targeted self service processes/ transactions delivered online for Council Services	100%	–	–	100%	–	We have met our initial target of the Environment Service's online processes	100%	100%	100%
Corporate Improvement Plan 09/12	Provide training and support to elected members to enhance the democratic leadership of the Council (Head of Democratic Services)	% of members of the Scrutiny Committee satisfied with Service support to conduct scrutiny reviews	–	–	–	New	–	New Indicator	100%	100%	100%

↑ Performance is improving ➔ Performance is steady ↓ Performance is declining – Not applicable

Key Service Objective 3 Promote continuous improvement and innovation through our people, positive organisational development and effective communications

National Outcome 15 Our public services are high quality, continually improving, efficient and responsive to local peoples needs

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

Net Cost £1,518,000

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Targets		
				07/08	08/09	09/10	Trend		10/11	11/12	12/13
Council HR Strategy	Maintain and develop the corporate framework for recruitment and selection	Time to hire (days) from approval of vacancy to formal job offer made (Council Wide)	46	78	49	57	↑	There has been a significant reduction in the time taken to hire since the implementation of the national recruitment portal.	52	49	46
Council HR Strategy	Support people within employability groups to get into work (Head of HR)	No. of employees employed on work placements or in training placements	–	–	–	New	–	New Indicator. Over the next year systems will be put in place to monitor this information and targets set for improvement.	TBC	TBC	TBC
Council HR Strategy	Lead and support Council Services to manage employee health and attendance in a positive and supportive manner (Head of HR)	The average no. of working days lost per employee through sickness absence of: all Council employees Chief Exec's Service	– –	– –	9.9 *	10.7 8.3	↓ –	New Statutory Performance Indicator for 2008/09. Verification process for 2009/10 SPI underway which will provide reasons for the increase. A review of absence management arrangements has commenced in support of continuous improvement. * No comparable data available because of restructure	10.1 7.8	9.6 7.4	9.0 7.0

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

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Targets		
				07/08	08/09	09/10	Trend		10/11	11/12	12/13
Corporate Improvement Plan 09/12	Support services to embed organisational development to enhance staff engagement and motivation (Head of Business Transformation)	Employee survey response rate across the Council	50%	–	48%	52%	↑	This is significantly higher than the 38% average response rate for employee surveys in local authorities (as quoted by IPSOS MORI in 2007). The success of the securing the future awards can be seen in the growing number of applications.	53%	54%	55%
		No. of applications for securing the future awards	40	30	34	46	↑		50	54	58
Corporate Improvement Plan 09/12	Deliver proactive management practices that support staff development within the Service (All Heads of Service)	Employee Review and Development completion within the service	100%	–	–	68%	–	This figure represents completion rates for the newly integrated Chief Executive's Service. Work will continue to improve for the new Service. The figures here represent the results of the teams within the new integrated Chief Executive's Service. Measures will be put in place to continue to address recognition, development and removing any blockages.	100%	100%	100%
		% of chief executive's service staff who feel: any problems that could stop them giving the best customer services are dealt with	70%	43%	60%	57%	↑		60%	62%	65%
		they receive regular recognition and praise	60%	50%	61%	55%	↑		61%	65%	67%
		their development is supported and encouraged	70%	57%	60%	56%	↑	60%	65%	67%	

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

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Targets		
				07/08	08/09	09/10	Trend		10/11	11/12	12/13
Corporate Improvement Plan 09/12	Manage effective corporate communication to external stakeholders (Head of Democratic Services)	Annual Society of Information Technology Management rating for website	–	–	–	2*	–	The criteria and grading for the SOCITM survey have changed this year. Previous grades are not comparable. Viewfinder has been under review and therefore current results for these indicators will not be available until 2010/11.	3 *	3 *	4 *
		% of Viewfinder panel who read all or some of Perth & Kinross News	82%	76%	79%	Not available	–		82%	85%	87%
Corporate Improvement Plan 09/12	Provide effective internal communications support to enhance service's ability to manage proactive external communications (Head of Democratic Services)	% of internal customers satisfied with communications support provided	98%	100%	89%	98%	→	Feedback from last year's survey has been progressed by the team. In particular, closer working relationships with services have been developed, and the team has been working more proactively. This year the survey was distributed to a wider sample and received a higher response rate. Satisfaction levels remain steady. The team continues to respond to feedback to improve further.	99%	100%	100%
		% of internal customers satisfied with design service	98%	96%	96%	97%	→		97%	98%	99%

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

Key Service Objective 4
National Outcome 15
Local Outcome
Net Cost

Provide an enabling governance framework to support and deliver the Council’s legal and democratic responsibilities
Our public services are high quality, continually improving, efficient and responsive to local peoples needs
The work of the Service supports the delivery of all local outcomes
£4,151,000

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Targets		
				07/08	08/09	09/10	Trend		10/11	11/12	12/13
Corporate Improvement Plan 09/12	Provide a comprehensive internal audit service that supports internal assurance and improvement processes (Head of Finance)	% of audits undertaken in accordance with the approved plan	100%	–	53%	76%	↑	High level of staff absence throughout the section continues to impact on the achievement of the plan. Level of unplanned work has increased.	100%	100%	100%
Corporate Improvement Plan 09/12	Head of Finance: To support Council Services in managing and accounting for the Council’s financial resources. (Head of Finance)	Compliance with the Council’s approved Treasury Policy Statement.	100%	100%	100%	99%	→	Two minor breaches occurred, one incident being corrected the next day. In neither case were Council funds placed at risk nor was there any financial loss to the Council.	100%	100%	100%
Corporate Improvement Plan 09/12	Provide the Registration of Births, Deaths, Marriages and Civil Partnerships Service including Civil Partnerships (Head of Democratic Services)	% of registrations of births, deaths, marriages and civil partnerships with no errors	98%	93%	96%	96%	→	The Service continues to look at ways of reducing errors which affect accuracy rates.	97%	98%	98%
		% of customers satisfied with civil marriages/partnerships outwith	100%	100%	100%	100%	→	Feedback continues to indicate high satisfaction levels with the services provided.	100%	100%	100%

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

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Targets		
				07/08	08/09	09/10	Trend		10/11	11/12	12/13
Corporate Improvement Plan 09/12	Raise and defend actions on behalf of the Council to ensure that the Council's rights are protected and obligations fulfilled (Head of Legal)	Raise all actions within 28 days of receipt of full instructions	90%	90%	94%	100%	↑	The percentage of actions raised in 28 days has increased to 100% since 2007/08.	100%	100%	100%
Corporate Improvement Plan 09/12	To process applications under the Civic Government (Scotland) Act 1982 and Anti-social behaviour (Scotland) Act 2004 (Head of Legal)	Issue Civic Licences within 6 weeks of the application	75%	60%	39%	49%	↓	Long term sickness continues to have an impact on figures along with disruption caused by refurbishment.	60%	70%	80%
		% of Private Landlord registration applications processed	90%	–	99%	98%	→	We consistently perform well in this area and are ranked within top 5 Councils in Scotland.	99%	99%	99%
Legislation	To manage the process of information compliance to fulfil the Council's statutory responsibilities with regard to Freedom of Information and Data Protection (Head of Legal)	Respond to FOI requests within 20 days of receipt	95%	95%	96%	94%	↑	Performance currently remains consistent although the number of requests is steadily increasing.	95%	95%	95%

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

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Targets		
				07/08	08/09	09/10	Trend		10/11	11/12	12/13
Legislation and Policy	To manage the corporate complaints system and support Council Services to ensure that the Council's complaints policy operates effectively (Head of Legal)	% of level 2 corporate complaints responded to within 15 days or agreed date	–	–	–	New	–	New Indicator, a baseline will be established in 2010/11.	100%	100%	100%
Corporate Improvement Plan 09/12	To carry out the quasi-judicial functions of the Council to fulfil its statutory responsibilities	Number of weeks taken to deal with licensing board applications for variation	–	–	–	New	–	New Indicator, a baseline will be established in 2010/11.	17	16	15

Part 3 Joint improvement plan and annual performance report

i) 2009/10 (actions from last years BMIP)

Key area for Improvement	Action and outcome <i>(Lead responsibility)</i>	Link to service objective	Delivery timescales	Comments on progress made during 2009/10
Leadership of partnerships and groups	Review the governance arrangements of the Community Planning Partnership and develop joint performance reporting to support the delivery of the Single Outcome Agreement	Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross	April 09	Completed - Review completed and a proposal for enhanced arrangements is currently being considered. Performance management arrangements for the SOA in place, including a joint performance reporting calendar and agreed processes for regular collection of data.
	Develop self evaluation model 'How Good is Our Partnership' and complete first self evaluation across the Community Planning Partnership <i>(Head of Business Transformation)</i>		Dec 09	In progress - How Good is Our Partnership is currently in development. The model will be piloted with the Strategic Health Partnership before rolling out further. <u>Revised completion date</u> November 2010
Scrutiny and challenge	Revise the Council's best value review guidance, focussing on benchmarking and option appraisal	Ensure the Council's resources are efficiently utilised and support services and partners to transform and continually improve their services	March 09	Completed - The Best Value Review guidance has been revised. To complement the guidance, the Service has developed a 'Fast Track BV Review Toolkit' to support services in conducting low level reviews. The Toolkit is currently circulated to services for consultation.
	Update the Council's programme of Best Value Reviews, including cross-cutting areas of work.		April 09	Completed - The BV Review programme was updated following publication of Service BMIPs 2009/10. The programme will continue to be updated on an annual basis following approval of Service BMIPs.
	Assess the overall impact of Kaizen across the Council in securing improvement		Sept 09	Completed - The Assessment has allowed us to indentify a number of critical success factors to improve how Kaizen is implemented at Perth and Kinross Council.

Key area for Improvement	Action and outcome (Lead responsibility)	Link to service objective	Delivery timescales	Comments on progress made during 2009/10
	Support the new service management team to ensure child protection inspection reports confidence in the leadership and direction of the Partnership		April 09	Completed – The Joint Child Protection Services Inspection report was published in May 2009. The feedback on all areas was very positive.
	Support the new service management team to ensure INEA2 inspection reports confidence in leadership and direction of Education and Children’s Services (Head of Business Transformation)		Sept 09	Completed - The Chief Executive's Service supported ECS during the validated self evaluation period. The results were reported in February 10 and feedback was very positive.
Customer satisfaction	Review the Council’s approach to the collection and use of customer satisfaction information to enhance performance management (Head of Business Transformation)	Ensure the Council’s resources are efficiently utilised and support services and partners to transform and continually improve their services	March 09	Completed - The review has been completed and customer performance standards and satisfaction measures have been incorporated in the Council’s performance management framework via the Service BMIPs. Processes are being put in place for a more systematic approach to collecting information.
Human Resources	Undertake a review of the Chief Executive’s Service. (Chief Executive)	Promote continuous improvement and innovation through our people, positive OD and effective communications	March 10	Completed – The review of the Chief Executive’s Service was finalised and reported in Jan 10. Following the review of Corporate Services, the Chief Executive’s Service now comprises of Business Transformation, Democratic Service, Finance, Legal and Human Resources.
Equalities	Further develop performance management arrangements by developing clear targets to assess the overall effectiveness of the equalities strategy.	Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross	March 10	Completed – Performance measures to assess the overall effectiveness of the equalities strategy have been identified and included within each Service’s BMIP. These will be monitored and reported on a six monthly basis.

Key area for Improvement	Action and outcome <i>(Lead responsibility)</i>	Link to service objective	Delivery timescales	Comments on progress made during 2009/10
	Performance reports on the equalities strategy comment on the extent to which equalities groups are systematically involved in planning and service delivery. <i>(Head of Business Transformation)</i>		March 10	Completed – Six monthly updates against the corporate equalities action plan include progress in terms of engaging with equalities groups via the Community Equalities Advisory Group and other mechanisms.
Customer First - Access to Services	Complete review of rural service delivery contact arrangements Review customer first strategy Implementation of phase 2 of the Customer Relationship Management System <i>(Head of Business Transformation)</i>	Ensure the Council's resources are efficiently utilised and support services and partners to transform and continually improve their services	Sept 09 June 09 Sept 09	Completed - The review was completed and principles were agreed by Council ahead of target date in June 2009. Further work is being carried out to develop business cases for each individual area. Completed - The review has been completed and a customer focus strategy has been developed. Completed - Phase 2 was completed by 30 Sept 2009.
Council communications	Undertake a review of corporate publications Review media policy <i>(Head of Democratic Services)</i>	Promote continuous improvement and innovation through our people, positive OD and effective communications	Sep 09 Sep 09	Completed – A desk top review of corporate publications was carried out in March 2010. In the longer term, this piece of work will be taken forward as part of the Council's Communications Strategy currently in development. Completed - The media policy has been reviewed and is currently in the final stages of approval.
Performance Management Reporting	Further develop benchmarking and peer assessment activities with other services and authorities to provide high quality, value for money professional services to support front line services and enable sound corporate governance. <i>(Head of Business Transformation)</i>	Promote continuous improvement and innovation through our people, positive OD and effective communications	March 10	In progress – Steps have been taken to improve benchmarking including the ABC Benchmarking Toolkit developed in association with the Improvement Service and led by Perth and Kinross Council. Further work is required to embed benchmarking in the Council's improvement framework. <u>Revised completion date</u> March 2011

Key area for Improvement	Action and outcome (Lead responsibility)	Link to service objective	Delivery timescales	Comments on progress made during 2009/10
	Continue to develop a Service wide systematic performance management reporting system using ProjectVision. (Head of Business Transformation)		March 10	In progress – The integration of the Chief Executive’s Service with Human Resources, Finance and Legal Services provides an opportunity to review the Service’s key performance measures and how it monitors performance. Finance, Risk Management and Learning & Development are priority areas for the review. <u>Revised completion date</u> March 2011
Council HR Strategy	Support Services in their workforce planning to ensure their people requirements are addressed by implementing the Corporate Workforce Plan within agreed timescales.	Promote continuous improvement and innovation through our people, positive OD and effective communications	March 10	Completed - Corporate Workforce Plan has been approved and is being implemented by Human Resources and Service Depute Directors. Workforce Management actions now underway.
	Composite Learning and Development Plan approved		Dec 2009	Deleted – The functions of the Council’s Learning and Development department have recently been reviewed and implementation of the recommendations of the review are underway.
	Review arrangements to meet short term resourcing requirements including use of agency and supply workers (Head of Human Resources)		Oct 2009	In progress – Fixed term workers and agency staff are reviewed by Services as part of workforce management measures. An action plan for further improvement is in the final stages of approval. The next will include how best to utilise the framework contracts for supply of temporary and interim staff and a review of supply worker arrangements. <u>Revised completion date</u> March 2011
	Develop and implement an Integrated Payroll/Personnel System (Head of Finance / Head of Human Resources)		March 10	In progress - Slippage due to backlog of annual leave, Single status arrears calculations, limited integration with the new flexitime system. <u>Revised completion date</u> Sep 2010

Key area for Improvement	Action and outcome (<i>Lead responsibility</i>)	Link to service objective	Delivery timescales	Comments on progress made during 2009/10
Learning and Development	Develop an electronic system for managing Learning and Development information:	Promote continuous improvement and innovation through our people, positive OD and effective communications	October 09	In progress – This is being taken forward as part of the Integrated Human Resources Project (IHRP). <u>Revised completion date</u> May 2010
	Start implementation of system (<i>Head of Human Resources</i>)		Dec 09	<u>Revised completion date</u> June 2010
Corporate Governance	Revise the Local Code of Corporate Governance (<i>Head of Legal Services</i>)	Provide an enabling governance framework to support and deliver the Council's legal and democratic responsibilities	June 2009	Delayed - Work suspended pending completion of Annual Governance Statement. <u>Revised completion date</u> June 2010
Asset Management	Annual update of medium-term financial plan approach agreed (<i>Head of Finance</i>)	Ensure the Council's resources are efficiently utilised and support services and partners to transform and continually improve their services	Dec 2009	Completed - Update of Medium Term Financial Plan approved on 10 June 2009 (Report 09/287 refers).

ii) 2010-13 (new actions)

Key area for Improvement	Action and outcome (<i>Lead responsibility</i>)	Link to service objective	Delivery timescales	Progress checks (systems in place for monitoring progress)
Business Transformation	Implement recommendations and improvement actions from the Best Value Review of Learning and Development	Support services and partners to use resources effectively to transform and continually improve	Sep 2010	Regular progress updates to the Chief Executive's Service Management Team.
	Develop the Leadership capacity of 3 rd /4 th tiers managers across the Council through the implementation of the Leadership Development Programme for Senior Managers		March 2012	Regular progress updates to the Corporate Management Group.
	Review the change and improvement tools available to Council services to support change and transformation (<i>Head of Business Transformation</i>)		March 2011	Regular progress updates to the Chief Executive's Service Management Team.
Equality	Revise the Equality Strategy to reflect new national equality bill	Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross	March 2011	Regular update reports to the Equalities MOWG and Strategic Group.
	Work with partners to achieve collaborative gain where possible in addressing equalities duties (<i>Head of Business Transformation / Head of Legal Services</i>)		Dec 2010	Regular update reports to the Community Planning Partnership and Community Planning Executive Group.
Human Resources	Implementation of new service delivery model following Strategic Review of Human Resources encompassing all aspects of payroll, recruitment and professional HR (<i>Head of HR / Head of Finance</i>)	Promote continuous improvement and innovation through out people, positive organisational development and effective communications	July 2010	Progress is monitored by the Strategic Review of HR Project Board and Chief Executive's Service Management Team.

Key area for Improvement	Action and outcome (<i>Lead responsibility</i>)	Link to service objective	Delivery timescales	Progress checks (systems in place for monitoring progress)
	Review and implement the Council's Human Resources Strategy (<i>Head of HR/ Head of Business Transformation</i>)		Sep 2010	The Strategy will be reported to the Strategic Policy and Resources Committee in September 2010.
	Review and implement the Service Workforce Plan, including implementation of the workforce management measures (<i>Head of HR</i>)		Mar 2010	Regular progress updates to the Chief Executive's Service Management Team.
Planning	Develop improvement plan for internal audit planning methodology and objectives to enhance internal assessment and improvement.	Support services and partners to use resources effectively to transform and continually improve	Sep 2010	The audit plan will be submitted to Audit Sub Committee in Sep 2010 for approval.
	Revise medium term financial plan to ensure cohesion with workforce and asset management planning (<i>Head of Finance</i>)		June 2010	The medium term financial plan will be submitted to Strategic Policy and Resources Committee in June 2010.
Customer focus	Conduct council wide review of performance standards/ customer satisfaction	Support services and partners to use resources effectively to transform and continually improve	Sep 2010	Regular progress updates to the Corporate Management Group.
	Develop an online local information hub to improve access to locality research information and further enhance services through the effective use of customer and community information		Sep 2010	Quarterly meetings with the Research and Information Group and consultation with the Customer and Communities Group on the development of the local information hub.

Key area for Improvement	Action and outcome (<i>Lead responsibility</i>)	Link to service objective	Delivery timescales	Progress checks (systems in place for monitoring progress)
	<p>Improve consistency in gathering internal satisfaction information by working closely with service teams</p> <p>Conduct an annual survey across the Council to measure and improve internal customer satisfaction with key service areas (<i>Head of Business Transformation</i>)</p> <p>Improve customer focus by gathering transaction based client information (<i>Head of Legal Services</i>)</p>		<p>March 2011</p> <p>March 2011</p> <p>March 2011</p>	<p>Regular progress updates to the Corporate Management Group.</p> <p>Regular progress updates to the Chief Executive's Service Management Team.</p> <p>Regular progress updates to the Chief Executive's Service Management Team.</p>
Customer focus	<p>Further enhance support to elected members through briefing opportunities and revision of the planned programme of elected member development sessions to ensure relevance to current and emerging priorities for elected members. (<i>Head of Democratic Services</i>)</p>	<p>Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross</p>	Sep 2010	Regular updates / progress reports to the Leaders Group
Customer focus	<p>Review operation of Civic Government Licensing (<i>Head of Legal Services</i>)</p>	<p>Provide an enabling governance framework to support and deliver the Council's legal and democratic responsibilities</p>	March 2011	Regular update reports to Licensing Committee

Key area for Improvement	Action and outcome (<i>Lead responsibility</i>)	Link to service objective	Delivery timescales	Progress checks (systems in place for monitoring progress)
Performance and Planning	Support frontline services to continue to develop robust performance management systems which are integrated into day to day practice	Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross	March 2010	Monthly meetings with the Performance and Planning Group and regular updates to the Corporate Management Group.
	Integrate risk management and Statutory Performance Indicators (SPIs) within the Council's current performance management framework (<i>Head of Business Transformation</i>)		Sept 2010	Monthly meetings with the Performance and Planning Group and regular updates to the Corporate Management Group.
Council Communication	Update the Corporate Communications Strategy and Action Plan (<i>Head of Democratic Services</i>)	Promote continuous improvement and innovation through out people, positive organisational development and effective communications	Aug 2010	Progress monitored by the Chief Executive's Service Management Team

Part 4 Changed and deleted indicators

Policy/ Strategy Area	Action and outcome (<i>Lead responsibility</i>)	Relevant Indicators (<i>Source</i>)	Target 09/10	Performance				Comments on performance during 2009/10	Reason for change or deletion
				07/08	08/09	09/10	Trend		
Corporate Plan 09/12 Single Outcome Agreement 2009	Lead and support services to deliver the strategic vision and outcomes for Perth and Kinross (Head of Business Transformation)	Agree Single Outcome Agreement with: Partners Scottish Government	Feb May	Feb May	May July	– –	– –	There was no requirement to revise the SOA during 2009/10.	From next year 'How Good is our Partnership' will be the mechanism for evaluating the effectiveness of the CPP in progressing the SOA.
		Improve customer satisfaction with Council services (<i>SOA 2009</i>)	75%	72%	Not available	Not available	–	Viewfinder has been under review and therefore current results will not be available until 2010/11.	This indicator will continue to be monitored and reported in the Corporate Annual Performance Report.
		Improve resident satisfaction with the area they live (<i>SOA 2009</i>)	92%	90%	Not available	Not available	–	Viewfinder has been under review and therefore current results will not be available until 2010/11.	This indicator will continue to be monitored and reported in the Corporate Annual Performance Report.
		Corporate BMIP guidance % Service reports fully complied with	100%	87%	100%	100%	↑	During 2007/08, one of the Services made a small departure from the corporate guidance. This has since been resolved.	In general all services comply with guidance provided. The annual CMG peer review provides quality assurance.

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

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Reason for change or deletion
				07/08	08/09	09/10	Trend		
		% of Performance & Planning Group members satisfied with corporate approach and advice provided	100%	100%	100%	100%	→	The members of the Performance and Planning group continue to express high satisfaction with advice and guidance.	This measure will continue to be reported as part of the team plan to ensure performance is maintained.
Corporate Improvement Plan 09/12	Lead and support services in the implementation of the Corporate Improvement Plan (Head of Business Transformation)	% key milestones completed within timescale	100%	–	–	–	–	Many actions within the Corporate Improvement Plan are longer term and work is ongoing. Regular progress updates are provided to CMG.	This indicator does not reflect changing priorities or the level of actions being taken forward.
Corporate Improvement Plan 09/12	Lead and develop the Equalities Strategy and action plan (Head of Business Transformation)	% key milestones completed within timescale	100%	100%	100%	100%	→	All legislative requirements are met on time.	This indicator does not reflect changing priorities or the level of actions being taken forward.
		% of invitees attending the Community Equality Advisory Group	50%	–	40%	46%	↑	Since April 2009 two meetings have been held with an overall attendance rate of 46%.	This indicator will continue to be monitored at a team level and reported to the Service Management Team by exception only.
Corporate Improvement Plan 09/12	Lead and manage the Corporate Improvement Framework (Head of Business Transformation)	% Statutory Performance Indicators accurate and reliable	100%	100%	100%	100%	→	The Council has consistently achieved 100% accuracy since 2003/04.	From next year, Audit Scotland will no longer audit SPIs for accuracy and reliability.

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

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Reason for change or deletion
				07/08	08/09	09/10	Trend		
		% of staff who agree that there has been an improvement in how risk management is embedded at PKC	70%	57%	64%	68%	↑	Work is being taken forward through the Corporate Improvement Plan to improve/embed risk management.	The performance monitoring arrangements for the management of risk are being reviewed as part of a wider review of Service performance management.
		Number of staff trained in the corporate Project Management methodology	80	–	–	30	–	The project management toolkit training has been suspended for review and re-evaluation.	The performance monitoring arrangements for project management are being reviewed as part of a wider review of Service performance management.
Corporate Improvement Plan 09/12	Lead and support services in the modernisation and efficiency agenda (Head of Business Transformation)	Kaizen Events completed	6	12	5	3	–	Main focus this year has been ongoing support for previous Kaizens and improving the process.	Kaizen is being reviewed and re-established as part of the transformation programme.
		No. of Council staff with new Local Government Customer Service Scottish Vocational Qualifications	12	–	–	0	–	13 employees enrolled on this course and training is ongoing but the time taken to complete the qualifications has been underestimated.	The Review of the change and improvement tools available to Council services to support change and transformation will enable the Service to identify a more meaningful measure of performance in this area.

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

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Reason for change or deletion
				07/08	08/09	09/10	Trend		
Corporate Improvement Plan 09/12	Provide training and support to the scrutiny committee to undertake effective scrutiny of decision making and policy review (Head of Business Transformation)	No. of supported reviews undertaken by the Scrutiny Committee annually	2	–	–	1	–	The Grounds Maintenance review was completed and reported in September 2009. The second review on the impact of Council policy on regeneration began in January 2010.	This indicator has been replaced by the measure of member satisfaction with support provided to carry out a scrutiny review.
		% Uptake of training sessions for members of the scrutiny committee in their scrutiny role	100%	–	96%	83%	↓	Two sessions were held in May and August 2009 and the overall attendance rate was 83%.	This indicator has been replaced by the measure of member satisfaction with support provided to carry out a scrutiny review.
Corporate Improvement Plan 09/12	Support services in their approach to Organisational Development (Head of Business Transformation)	% of Skillseekers that gain target qualification	65%	–	–	Not available	–	No completions yet, as contract starts in April and each contract can take up to twelve months.	The performance monitoring arrangements for learning and development are being reviewed as part of a wider review of Service performance management.
		% of learning and development course attendees satisfied	80%	–	–	Not available	–	Online system under development to provide this information.	The performance monitoring arrangements for learning and development are being reviewed as part of a wider review of Service performance management.

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

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Reason for change or deletion
				07/08	08/09	09/10	Trend		
Council HR Strategy	Support Council Services to develop leaders, managers and employees of the highest quality (Head of Business Transformation)	Corporate Training Plan annually approved	Mar 10	–	–	In progress	–	New Corporate Training Plan under development to deal with the actions arising from the Corporate Workforce Plan.	The performance monitoring arrangements for learning and development are being reviewed as part of a wider review of Service performance management.
Council HR Strategy (Health, Safety and Wellbeing)	To lead and support Council Services to manage absence across the Council (Head of Human Resources)	% of working days lost through sickness absence (Council wide) for: • Officers • Craft employees • Teachers	4.3% 4.3% 4.3%	5.6% 6.6% 4.6%	– – –	– – –	– – –	Sickness absence is no longer reported in this way.	This statutory performance indicator was changed as of the 1st April 2008. The new modified SPI is included in the action plan for 2010/11.
Corporate Improvement Plan 09/12	Promote the Council's equalities responsibilities in terms of Human Resources (Head of HR)	% of grade bands where there is less than a +/- 5% pay differential between males and females council wide	100%	80%	87%	100%	↑	Overall the findings of the pay audit are positive and there is no evidence of gender discrimination within the Single Status pay and grading structure.	This indicator will continue to be monitored at a team level and reported to the Service Management Team by exception only.

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

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Reason for change or deletion
				07/08	08/09	09/10	Trend		
		Percentage of highest paid 2% earners among all council employees that are women (SPI)	40% ¹	34%	31%	33%	→	Overall the findings of the pay audit are positive and there is no evidence of gender discrimination within the Single Status pay and grading structure.	These indicators will continue to be monitored at a team level and reported to the Service Management Team by exception only.
		Percentage of highest paid 5% earners among all council employees that are women (SPI)	48% ²	42%	43%	45%	→	As a result of the implementation of Single Status during 2007/08, an increase in the number of women was reported in both the 2% and 5% categories. Since then, the figures have stabilised and any changes are due to normal fluctuations.	
Legislation	To support Council Services in managing and accounting for the Council's financial resources (Head of Finance)	General Fund Revenue and Capital Budgets approved by Council and the Council Tax determined by the statutory deadline	Feb	Feb	Feb	Feb	→	The Service continues to meet the annual deadline of February.	The performance monitoring arrangements for finance are being reviewed as part of a wider review of Service performance management.

¹ 2009/10 target was to be amongst the top 8 performing councils in Scotland which, at the time of developing the plan, was 40-45%

² 2009/10 target was to be amongst the top 8 performing councils in Scotland which, at the time of developing the plan, was 48-56%

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Reason for change or deletion
				07/08	08/09	09/10	Trend		
		Submission of Revenue and Capital Monitoring reports to the Strategic Policy & Resources Committee	Bi-monthly	Bi-Monthly	Bi-monthly	Bi-monthly	→	The Service continues to report bi-monthly.	The performance monitoring arrangements for finance are being reviewed as part of a wider review of Service performance management.
		Treasury Monitoring reports and the annual review of Treasury Management practices	100%	100%	100%	100%	→	The Service continues to meet the target of 100% completion	The performance monitoring arrangements for finance are being reviewed as part of a wider review of Service performance management.
Internal Audit	Provide a comprehensive Internal Audit Service to the Council (Head of Finance)	Audit planning exercise undertaken and draft plan considered by Committee	March	March	March	March	→	The Service continues to meet the annual deadline of March.	This indicator will continue to be monitored at a team level and reported to the Service Management Team by exception only.
Legislation	Head of Finance: To support Council Services in managing and accounting for the Council's financial resources. (Head of Finance)	Abstract of accounts completed by 30 June. Receipt of unqualified audit certificate	June Sep	June Sep	June Sep	June Sep	→ →	The Service continues to meet the annual deadline of June. The Service continues to meet the annual deadline of September.	The performance monitoring arrangements for finance are being reviewed as part of a wider review of Service performance management.
Corporate Improvement Plan 09/12	Manage effective corporate communication to stakeholders	No of visits to Council website	900k	800k	1.1m	1.1m	↑	The number of visits to the Council website during 2008-2010 exceeded the target	This measure will continue to be monitored as part of the team plan to ensure performance is maintained.

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

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Reason for change or deletion
				07/08	08/09	09/10	Trend		
	(Head of Democratic Services)							despite the launch of the national recruitment portal which has replaced the Council's recruitment web pages.	The SOCITM rating will continue to be monitored as part of the BMIP.
Corporate Improvement Plan 09/12	Raise and defend actions on behalf of the Council to ensure that the Council's rights are protected and obligations fulfilled (Head of Legal)	Raise actions for Child Protection Orders immediately (within one day) on receipt of complete instructions	100%	100%	100%	100%	→	Performance remains steady at 100% completion within time	This measure will continue to be monitored as part of the team plan to ensure performance is maintained.
		Raise actions for Anti-Social Behaviour Orders within 10 days of receipt of complete instructions	80%	70%	100%	100%	→	Performance remains steady at 100% completion within time	This measure will continue to be monitored as part of the team plan to ensure performance is maintained.
Corporate Improvement Plan 09/12	Ensure the Council's property interests are protected and obligations fulfilled including its obligations under the Housing (S) Act 1987 (Head of Legal)	Percentage of Council house sales completed within 26 weeks	85%	90%	80%	91%	→	Performance is consistent in this area.	This measure will continue to be monitored as part of the team plan. This indicator deals with small numbers of applications. Therefore any variation in the numbers has a big impact on percentages.

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

Policy/ Strategy Area	Action and outcome (Lead responsibility)	Relevant Indicators (Source)	Target 09/10	Performance				Comments on performance during 2009/10	Reason for change or deletion
				07/08	08/09	09/10	Trend		
Corporate Improvement Plan 09/12	To carry out the quasi-judicial functions of the Council to fulfil its statutory responsibilities (Head of Legal)	Percentage of Licensing Board applications dealt with within 6 months of the relative transition dates	100%	–	–	100%	–	100% of applications were dealt with within 6 months of the relative transition dates.	The transition period for this indicator is now complete.
Legislation	To manage the process of information compliance to fulfil the Council's statutory responsibilities with regard to Freedom of Information and Data Protection	Reply to Data Protection requests within statutory timescale of 40 days	100%	100%	92%	TBC May	↓	Performance is consistent in this area.	This measure will continue to be monitored as part of the team plan. This indicator deals with small numbers of requests. Therefore any variation in the numbers has a big impact on percentages.
Legislation and Policy	To manage the corporate complaints system and support Council Services to ensure that the Council's complaints policy operates effectively (Head of Legal)	% of level 2 corporate complaints responded to within 15 days	100%	100%	100%	10%	↓	The decline in performance is largely due to a lack of resources following the end of a secondment. The post has now been filled and we have reviewed how we measure this area.	This indicator has been changed to measure the response within 15 dates or other date agreed.
Corporate Improvement Plan 09/12	Deal with legal aspects of property matters to ensure that the Council's property interests are	Commence property transactions as prioritised by Property Division:							

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

Policy/ Strategy Area	Action and outcome (<i>Lead responsibility</i>)	Relevant Indicators (<i>Source</i>)	Target 09/10	Performance				Comments on performance during 2009/10	Reason for change or deletion
				07/08	08/09	09/10	Trend		
	protected and obligations fulfilled including its obligations under the Housing (Scotland) Act 1987 (<i>Head of Legal</i>)	<ul style="list-style-type: none"> • within 14 days • within 28 days 	100% 80%	75% 95%	100% 100%	100% 100%	↑ ↑	Performance remains steady at 100% completion within timescales since 2008	This measure will continue to be monitored as part of the team plan to ensure performance is maintained.

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

Further Information

A number of Team Plans which complement and expand the information provided in the Action Plan and Improvement Plan are also available. For further information on these Team Plans please contact the individuals listed below:

Service Team Plans

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For any other information in relation to the Chief Executive's Service BMIP please contact Michelle Cochlan, Team Leader (Strategic Planning and Improvement Team), Ext 75071, Email mcochlan@pkc.gov.uk

Appendix 1 Service Organisational Chart

