

Chief Executive's Service  
Joint Business Management & Improvement Plan  
and Annual Performance Report  
2011



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# Introduction

## Welcome to the Chief Executive's Service Joint Business Management and Improvement Plan (BMIP) & Annual Performance Report 2011

The past year has been one of the most challenging for Scottish Councils since re-organisation in 1996. Yet during that time our Service has continued to deliver high quality services and improvements. In addition, we have also responded to the financial challenges facing the Council by reviewing several of our functions and implementing effective workforce planning measures and as a result the costs of providing professional support functions have been driven down.

This BMIP and Annual Performance Report highlights some of our key achievements over the past year and provides a clear overview of our priorities for delivery over the next three years. Most importantly, it focuses on the challenges ahead of us. These challenges will require our Service to continue to provide leadership and support to Services to maintain focus on the delivery of the outcomes that are important to our communities and service users and to manage the delivery of service transformation and reduction. Over the forthcoming five years we will need to reduce our headcount further and be open to new approaches to how we deliver services and where we deliver them from. Within 2011/12 we will contribute to this by delivering workforce planning savings in excess of £1 million.

We will also further develop our corporate approach to continuous improvement through both service self-evaluation and development of our workforce. In addition to this we will ensure that there is an enabling governance framework in place to support all the areas that the Council has responsibility for delivering.

Key to delivery of this agenda will be a close working relationship with our elected members, other Services and partners. The development of more closely integrated working across Council Services and partner organisations will be a key priority over the coming year. To support this we will further develop our governance and structures to deliver transformed services that maintain a focus on improvement and the delivery of outcomes to our citizens and communities.

We commend this plan and performance report to you.



*Bernadette Malone, Chief Executive*



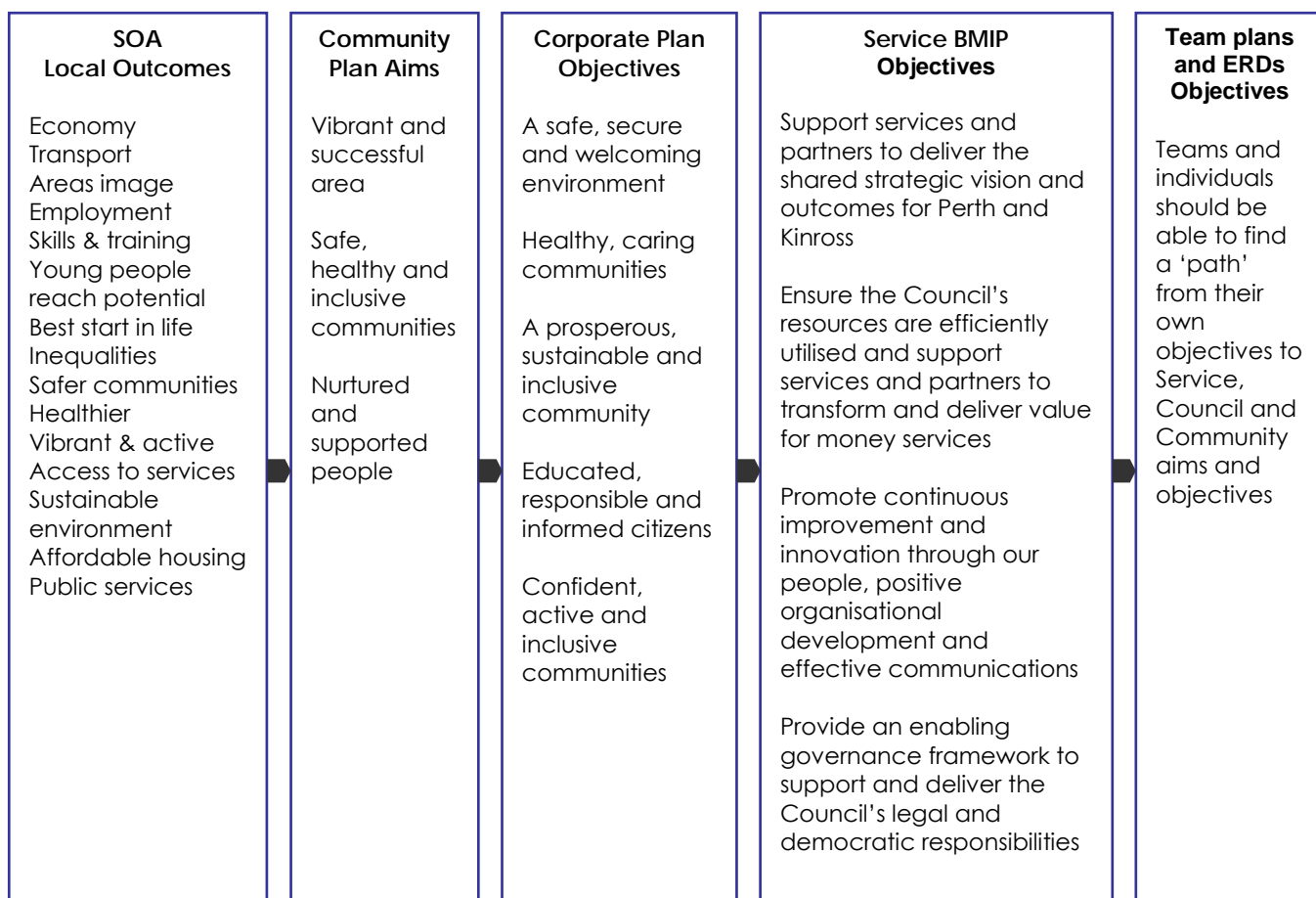
*Jim Irons, Depute Chief Executive*

# 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 deliver value for money 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, leads partnership working, supports services in managing resources and corporate governance and focuses on continuous improvement in the services we are delivering. Among other things the Chief Executive's Service aims to add value to the work of the Council, by supporting individual Services in achieving national and local policy priorities.

Appendix 1 contains an organisational chart for the Chief Executive's Service at April 2011. This structure will change during the course of the forthcoming year with Business Transformation and Improvement moving to Education and Children's Services.

In addition to the Chief Executive and Depute Chief Executive, the Service Senior Management Team currently 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 strategic planning, 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 and organisational development, providing specialist advice and guidance as necessary. We also co-ordinate and support our Community Planning and wider partnership processes, develop, monitor and report on the Community and Corporate Plans, including the Single Outcome Agreement.

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

### **Democratic Services**

We support and manage the democratic and decision making processes of the Council and related Joint Boards and in doing so ensure the Council meets its statutory duties in that regard. We co-ordinate the delivery of elections at a local level and also act as a direct service provider in respect of the Registration of Births, Deaths, Marriages and Civil Partnerships.

We also have lead responsibility for developing and implementing the corporate framework for external/internal communications and engaging with the media.

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



*Gillian Taylor, Head of Democratic Services*



*Stewart Mackenzie, Acting 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. We also support the governance of the Council through our Internal Audit function.

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

### **Human Resources**

We lead the implementation of Our People Strategy and workforce planning 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 carries 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 action of public authorities. We 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 and the public

# Summary of resources 2011/12

## Revenue Budget 2011/12

|                       | Service Core<br>£k | Business Transformation & Improvement<br>£k | Democratic Services<br>£k | Finance<br>£k | HR<br>£k     | Legal<br>£k  | Total<br>£k   |
|-----------------------|--------------------|---|---------------------------|---------------|--------------|--------------|---------------|
| Staff                 | 266                | 941   | 2,305                     | 3,159         | 1,453        | 1,465        | 9,589         |
| Supplies and Services | 28                 | 191   | 551                       | 357           | 189          | 111          | 1,427         |
| Other Costs           | 1                  | 2   | 442                       | 330           | 9            | 4            | 788           |
| <b>Gross Budget</b>   | <b>295</b>         | <b>1,134</b>                                | <b>3,298</b>              | <b>3,846</b>  | <b>1,651</b> | <b>1,580</b> | <b>11,804</b> |
| Income                | -                  | -   | 553                       | 668           | 260          | 644          | 2,125         |
| <b>Net Budget</b>     | <b>295</b>         | <b>1,134</b>                                | <b>2,745</b>              | <b>3,178</b>  | <b>1,391</b> | <b>936</b>   | <b>9,679</b>  |

## Capital Budget 2011/12 – 2015/16

|         | Business Transformation & Improvement<br>£k |
|---------|---|
| 2011/12 | 800   |
| 2012/13 | 0   |
| 2013/14 | 28  |
| 2014/15 | 0   |
| 2015/16 | 0   |

## Human Resources

|   | Chief Executive Core |          | Business Transformation & Improvement |           | Democratic Services |           | Finance   |           | HR       |           | Legal     |           | Total      |
|---|----------------------|----------|---------------------------------------|-----------|---------------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|------------|
|   | M                    | F        | M                                     | F         | M                   | F         | M         | F         | M        | F         | M         | F         | All        |
| Chief Officer                               | -                    | 1        | -                                     | 1         | -                   | 1         | 1         | -         | 1        | -         | 1         | -         | <b>6</b>   |
| Service Managers                            | -                    | -        | 1                                     | 2         | -                   | 1         | 2         | 1         | 1        | 2         | 2         | 2         | <b>14</b>  |
| Team Leaders                                | -                    | -        | 1                                     | 7         | -                   | 1         | 8         | 6         | -        | 2         | 4         | 4         | <b>33</b>  |
| Professional Officers                       | -                    | -        | 3                                     | 6         | -                   | 5         | 5         | 13        | 1        | 10        | 1         | 2         | <b>46</b>  |
| Technical, administration and support staff | -                    | 3        | 2                                     | 3         | 6                   | 25        | 9         | 44        | 3        | 15        | 3         | 11        | <b>124</b> |
| General Staff                               | -                    | 1        | -                                     | 2         | 1                   | 7         | 1         | 15        | -        | 4         | 1         | 7         | <b>39</b>  |
| <b>Total</b>                                | <b>0</b>             | <b>5</b> | <b>7</b>                              | <b>21</b> | <b>7</b>            | <b>40</b> | <b>26</b> | <b>79</b> | <b>6</b> | <b>33</b> | <b>12</b> | <b>26</b> | <b>262</b> |

## Age Profile

|              | Chief Executive Core |             | Business Transformation & Improvement |             | Democratic Services |             | Finance    |             | HR        |             | Legal     |             | Total      |             |
|--------------|----------------------|-------------|---------------------------------------|-------------|---------------------|-------------|------------|-------------|-----------|-------------|-----------|-------------|------------|-------------|
|              | No.                  | %           | No.                                   | %           | No.                 | %           | No.        | %           | No.       | %           | No.       | %           | No.        | %           |
| 17-19        | -                    | -           | 1                                     | 3.5         | -                   | -           | -          | -           | 1         | 3%          | -         | -           | 2          | 1%          |
| 20-29        | -                    | -           | 3                                     | 11%         | 1                   | 2%          | 12         | 11%         | 2         | 5%          | 3         | 8%          | 21         | 8%          |
| 30-39        | 2                    | 40%         | 3                                     | 11%         | 13                  | 28%         | 26         | 25%         | 13        | 33%         | 9         | 24%         | 66         | 25%         |
| 40-49        | 1                    | 20%         | 13                                    | 46%         | 13                  | 28%         | 31         | 30%         | 15        | 38%         | 14        | 37%         | 87         | 33%         |
| 50-59        | 2                    | 40%         | 7                                     | 25%         | 16                  | 34%         | 32         | 30%         | 7         | 18%         | 10        | 26%         | 74         | 28%         |
| 60+          | -                    | -           | 1                                     | 3.5%        | 4                   | 8%          | 4          | 4%          | 1         | 3%          | 2         | 5%          | 12         | 5%          |
| <b>Total</b> | <b>5</b>             | <b>100%</b> | <b>28</b>                             | <b>100%</b> | <b>47</b>           | <b>100%</b> | <b>105</b> | <b>100%</b> | <b>39</b> | <b>100%</b> | <b>38</b> | <b>100%</b> | <b>262</b> | <b>100%</b> |

## Ethnic Origin

|                       | No. of employees | % of total employees |
|-----------------------|------------------|----------------------|
| Asian Chinese         | 1                | 0.4%                 |
| Not Known             | 11               | 4.2%                 |
| White – English       | 15               | 5.7%                 |
| White – Irish         | 6                | 2.3%                 |
| White – Other         | 1                | 0.4%                 |
| White – Other British | 4                | 1.5%                 |
| White – Scottish      | 206              | 78.6%                |
| White – UK            | 17               | 6.5%                 |
| White – Welsh         | 1                | 0.4%                 |
| <b>Total</b>          | <b>262</b>       | <b>100%</b>          |

## Disability

|                              | No. of employees | % of total employees |
|------------------------------|------------------|----------------------|
| Employees with a disability* | 3                | 1.15%                |

\* This is self identified and therefore may be under reported

## **Employee survey**

In September 2010, the Employee Survey was made available to 270 employees in the Chief Executive's Service and 207 employees responded which is a response rate of 76.7%. High level results are summarised in appendix 2 and are compared with the results of the 2008 pilot surveys and the 2009 full Council survey.

We have continued to see high levels of agreement amongst employees believing the people they work with are committed to doing their best and are passionate about delivering excellent customer services. There was also a high level of agreement that employees feel they have sufficient opportunities to raise issues with their manager about change at work and know how individual jobs contribute to the Council's objectives. However, agreement levels were still lower for employees believing they receive regular recognition and praise and that their development is encouraged and supported.

Results were cascaded through the Service and managers were asked to discuss the results with their team(s) to identify and take forward improvement actions where necessary.

## **Physical and information resources**

The Service has many physical and information resources which are listed on our Service pages on eric, the Council's intranet.

## **Partnership Working**

Partnership working is integral to the delivery of the Council's strategic objectives and the Chief Executive's Service has a specific role in supporting development of the Perth and Kinross Community Planning Partnership and its related infrastructure. This includes providing direct support to the Community Planning Partnership and Community Planning Executive Group.

Over the past year, progress has been made in enhancing the governance arrangements of the Community Planning structure. This will enable further development of local partnership working between the public, voluntary and private sectors to continue to improve outcomes for communities and people across Perth and Kinross.

There is a very positive approach to partnership working in Perth and Kinross, with strong commitment from partners at all levels of the organisations and a clear understanding of the shared priorities for the areas. This needs to be further enhanced to meet the challenges of the current economic climate and the development of public sector reform over the coming years. This will require strong collective leadership not only from the Council but also from our partners. To support further improvements in partnership working a self evaluation tool "How good is our Partnership?" has been developed and piloted with a number of the themed partnership groups.

# 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 manage two consecutive years of elections in 2010 and 2012. This will include administering the elections themselves and maintaining the democratic process throughout this period. The Service will work with elected members and Services to respond to any public sector reforms that affects the Council or its partners. Services will also continue to be required to respond to the introduction of further new legislation or strategic policy. New approaches to scrutiny have been initiated nationally to minimise the burden on public services, this will move the balance of responsibility for demonstrating internal controls, including self evaluation, to Councils.

## **Economic**

Local communities, businesses and people continue to experience the impact of the national recession. The cumulative impact on individuals and families of the current economic circumstances and forthcoming changes to welfare benefits has yet to be fully realised.

## **Social**

Perth and Kinross continues to have significant demographic growth. In addition to this, customer expectations in general are increasing. The personalisation agenda and focus on individual needs requires an increased customer focus. The Chief Executive's Service supports Services in improving for our customers, communities and stakeholders through robust performance management and supporting locality planning and customer engagement.

## **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 Customer Relationship Management (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 and modern ways of working.

# Risk and Performance 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. 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.

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

| SERVICE KEY RISK & CORPORATE RISKS MANAGED BY THE SERVICE  | Residual Risk      |              |
|--|--------------------|--------------|
|  | Impact             | Probability  |
| <b>Service Objective 1 - Support services and partners to deliver the shared strategic vision and outcomes for Perth &amp; Kinross</b>                                 |                    |              |
| There is a risk of failure to effectively scan the external environment and understand, interpret and respond to change  | 2                  | 1            |
| There is a risk in not delivering the Single Outcome Agreement (SOA) <i>(Corporate Risk)</i>   | 3                  | 2            |
| There is a risk that we fail to deliver on Equalities and Diversity across the Council <i>(Corporate Risk)</i>   | 2                  | 2            |
| <b>Service Objective 2 - Ensure Council's resources are effectively utilised and support services and partners to transform and continually improve their services</b> |                    |              |
| There is a risk that we fail to plan effectively for financial challenges  | 3                  | 2            |
| There is a risk of the Council failing to adequately address the issues relating to equal pay claims   | 3                  | 2            |
| There is a risk that we fail to deliver, implement and support on the development of Information Management systems/processes and procedures across the Council        | 3                  | 2            |
| There is a risk of failure to effectively manage the transition to a reduced level of resources <i>(Corporate Risk)</i>  | 4                  | 3            |
| <b>Service Objective 3 - Promote continuous improvement and innovation through our people, positive organisational development and effective communications</b>        |                    |              |
| There is a risk of failure to communicate effectively with members of the public   | 2                  | 2            |
| <b>Service Objective 4 - Provide an enabling governance framework to support and deliver legal and demographic responsibilities</b>                                    |                    |              |
| There is a risk that the Council fails to comply with legal requirements   | 2                  | 2            |
| There is a risk that the Council fails to provide the required level of independent assurance through the internal audit process                                       | 3                  | 2            |
| <b>KEY</b>   |                    |              |
| <b>Impact</b>  |                    |              |
| 1 - Insignificant  | 2 - Minor          | 3 - Moderate |
| 4 - Major  | 5 - Critical       |              |
| <b>Probability</b>   |                    |              |
| 1 - Rare   | 2 - Unlikely       | 3 - Possible |
| 4 - Likely   | 5 - Almost Certain |              |

As well as leading the corporate performance and planning process, the Service also ensures that it monitors its own performance on a monthly basis. This allows us to track our progress against our targets and deadlines and to implement improvement to address levels of performance where necessary. During 2011/12 the Service will integrate reporting against the above risks with the Service's wider performance reporting processes to ensure risk management is embedded within our performance management arrangements.

Performance against Business Management and Improvement Plan targets and improvement actions are also reported to the Strategic Policy & Resources Committee as a six-monthly exception report and in a full Annual Performance Report.

# Performance summary 2010/11

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

- ❖ We have prepared a financial strategy and revised the Medium Term Financial Plan to assist the Council in addressing the significant challenges it will face in dealing with the serious financial constraints ahead. The strategy will ensure an increased focus on cost reduction and service modernisation and will strengthen the links between the Council's financial management, asset management and workforce planning arrangements. We have set a final revenue budget for 2011/12 and provisional budgets for 2012/13 and 2013/14 to help Services to plan for the future.

### **Case Study 1 Business Breakfasts and Management Briefings**

The Council is facing both unprecedented financial constraints and increasing demands for services over the coming years. It is therefore embarking on a programme of transformation to adapt to these circumstances by promoting a culture of service modernisation and cost reduction that will change how services are delivered. It is recognised that change can be a difficult process for some people and resistance may impact on the success of the transformation programme. Therefore, a key challenge for this transitional period (and beyond) will be to ensure that managers, staff and elected members are equipped to cope during this time of significant change. Since June 2009, we have been preparing for this period of transformation by supporting business breakfasts and management briefings.

The management briefings for third tier managers now occur on a quarterly basis and provide a forum for networking and sharing information around the development of the transformation agenda. The aim is to ensure that senior managers have as clear an understanding of the situation as possible and have an opportunity to contribute to the development and progression of the Council's transformation strategy. Managers are then expected to cascade discussions / information throughout their area of operation, to promote shared vision and understanding.

Since May 2007, the Chief Executive has met all managers across all Council Services on a regular basis via a series of business breakfasts. These business breakfasts have provided an opportunity for engagement in terms of the major strategic issues facing the Council. The fourth series of business breakfasts commenced in early 2011 and have engaged managers in discussions around the Council's plans for transformation.

To move forward, significant effort and the continued commitment of colleagues at every level will be central to success. We will continue to develop the right systems to enable us to provide support to colleagues, ensuring that they are included in the process of change, and able to contribute and participate fully.

- ❖ We strengthened our performance management framework by embedding Statutory Performance Indicators (SPIs) and risk management within our corporate and service level arrangements. Reporting against SPIs has been integrated with the Council's public performance reports to streamline the gathering and reporting of data. Risk management has been included within the remit of the Council's Performance, Planning and Risk Group. Risk management training was delivered to the group during 2010 to reinforce the consistency of risk management approaches taken across the Services. So far the group has made progress in: streamlining risk processes by integrating risk updates as part of monthly performance reporting to the Executive Officer Team (EOT); strengthening risk within the BMIP guidance for 2011; and The Environment Service and Chief Executive's Service have used the annual self evaluation process How Good is Our Council (HGIOC) to identify key risks that have informed the development of the Risk Profiles 2011/12.

- ❖ In order to support the Council's approach to locality planning we developed a 'Local Information Hub' to provide an intelligence base for staff working in localities. The initial development of the hub provided demographic information on locality areas which was not previously available. The next phase of development will be to populate the hub with information identified by staff and community members to be of particular relevance to the area and needs of residents. This will be gathered over time and will help the Council and its partners to respond to the issues facing people within these localities.

#### **Case Study 2 Viewfinder – The Council's Citizen's Panel**

2010/11 has seen the revival of our Viewfinder survey as an important mechanism for community consultation. Use of the survey was on hold during 2009/10 pending a review of the effectiveness of using this citizen's panel approach to gauge wider public opinion. The outcome of the review was that the panel will continue to be used to gain an insight into the views of the public but, where appropriate, it should be used in conjunction with other consultation mechanisms targeted at specific user groups.

For example, last year the Viewfinder panel was used to gather views on the future use of the City Hall. In addition, three questionnaires were issued to targeted groups with an interest in the city hall, including the public in general (random sample), local businesses and local residents. Viewfinder was also used to consult on the Council's financial priorities for the future. The results were considered along with the findings of a web based survey open to the general public and engagement events held in selected areas throughout Perth and Kinross.

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

- ❖ The Council's Securing the Future Toward 2015 and Beyond Strategy was approved in June 2010. It sets out a path which will allow the organisation to achieve the modernisation and efficiencies required to meet the financial challenge faced by the Council and future service demand. We are providing leadership and support to Services to deliver revised service delivery models through their transformation projects and reductions. By monitoring projects centrally we can see how they impact on each other and therefore help Services plan for the use of resources that are required to support numerous projects. We have introduced a management system called Verto to track the savings and benefits from the transformation programme. We are also providing a consultancy role by giving support to project boards and managers on areas such as business cases, benefits management and project risks. We also add value by providing project assurance by reviewing projects at key points.
- ❖ A Virtual Improvement Team (VIT) was set up across all the key public sector organisations within Tayside to take advantage of collaborative improvement opportunities. We have supported the VIT to review progress and improvement priorities within each agency to facilitate sharing of best practice and to identify potential for specific shared projects.
- ❖ We have been reviewing the service delivery arrangements in a number of the rural towns and engaging with service users and local communities to maximise the benefits of the new community campuses and to provide services at a central point of delivery.
- ❖ We have further improved links between the budget and workforce planning. In November 2010 we reported jointly on the Council's Medium Term Financial Plan and the possible workforce management implications of a range of possible savings proposals. The implementation of the workforce management measures have helped place the Council in a strong position to deal with the financial challenges ahead.

- ❖ We have also implemented upgrades to Integra, the Council's financial information system, which will improve functionality and how it can be used and in how information can be reported to management. Information is now available in a more appropriate format for frontline service managers and for the first time to all schools enhancing their ability to flexibly manage their budgets. We have also purchased software to improve transaction processing.

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

We have continued to progress the implementation of ResourceLink, the Council's new integrated human resources and payroll system. ResourceLink provides a self service portal called MyView which has been rolled out to over 2,700 employees so far. It will allow those 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. Managers will be able to access employee information on line as well as run reports to help manage their teams such as establishment and vacancy lists and sickness absence information on their employee's and teams. As part of this project a new corporate time and attendance module called Optimum has been rolled out to 700 employees in Pullar House and AK Bell library, this will continue to be rolled out over the summer to a further eight Council sites.

**Case Study 4 Scrutiny Review – 'More Choices, More Chances'**

The Service supported the Scrutiny Committee to undertake its second scrutiny review on policy implementation. This focused specifically on the delivery of the national 'More Choices, More Chances' Strategy at a Council and Community Planning Partnership level. The approach to the review built on the experience gained in conducting the first scrutiny review, on Grounds Maintenance in 2009.

The review considered a wide range of evidence relating to activity and performance in delivering a local response to the national More Choices, More Chances agenda. The findings recognise that the rate of school leavers in Perth and Kinross that do not move on to education, employment or training is lower than in almost all local authority areas. It also recognised that good practice is being delivered across a number of agencies and partnership working at an operational level is well developed.

Several recommendations were made and included: reviewing the governance arrangements; extending the membership of the More Choices, More Chances Partnership to include universal representation of the voluntary and private sector ; further developing information sharing practices; consolidating best practice within schools in respect of partnership working and communication; and the findings of the Committee supported the proposal to revise the criteria for eligibility to Educational Maintenance Allowance to include young people attending the Linking into New Careers (LINC) course or equivalent.

It is hoped that the recommendations of the review can continue to strengthen current structures by increasing ownership and governance and support the Council's continuous improvement agenda that will lead to better outcomes for young people.

***Promote continuous improvement and innovation through our people, positive organisational development and effective communications***

- ❖ Building on the Securing the Future awards approach and following the success of Council projects in the COSLA Excellence Awards in 2010 we have co-ordinated and supported Services to put forward 11 applications to the 2011 COSLA Excellence Awards. This has included holding workshops to help services develop their applications. Out of the 11 applications in 2011 we were awarded two Bronze and one silver award. This is the second year running that Perth & Kinross Council has had an application progress through to the final ceremony.

- ❖ During 2010 we supported a major publicity campaign to raise awareness and involvement in residents and visitors celebrating Perth 800. This included a range of associated events to maximise participation and to attract people from outwith Perth and Kinross to visit the area. Well over 100 press releases, photocalls and features were issued to local and national press, broadcast and online media. As a result we received excellent local and national coverage as well as receiving positive coverage in UK and International press.
- ❖ We have made improvements to the website by piloting the use of social media by implementing a Twitter and Flickr site within the Libraries Service. The Council plans to introduce a Corporate Twitter site in the near future.
- ❖ The Council's HR Service has been the subject of a significant transformation over the past 18 months which has resulted in the new service becoming operational on 1 March 2011. The new structure will provide a more consistent service across the Council and create greater capacity to support the change that will be required as part of the Councils transformation activities (see case study 5).

#### **Case Study 5 Transformation of Human Resources**

It was agreed early in 2008 that a Strategic Best Value Review of Human Resource activities would be carried out across the Council. The aim was to review: human resource management at a strategic level; human resource professional advice and support to managers; human resource and payroll administration; and the people management and development responsibilities of managers.

A new structure for the Council's human resources, staffing and payroll functions has been put in place and will allow resources to be dedicated to supporting the objectives of Our People Strategy and increase flexibility to be able to meet changing Council priorities or issues. A range of support arrangements have been put in place to help managers to manage more effectively, including a new HR Helpdesk, generic email addresses, new Employment Information on eric and direct access to HR information systems.

As part of the transformation of HR, the Council's Human Resources Strategy was reviewed and in December 2010 'Our People Strategy 2010-2015' was approved at the Strategic Policy & Resources Committee. The new strategy sets out our aims and objectives for reshaping and developing our workforce to meet the financial challenges that lie ahead. The strategy is based on four key objectives: reshaping the workforce; adaptability and new ways of working; enhancing capacity and improving performance; and developing talent within the workforce. It also includes a People Charter which sets out what the Council expects of its employees, and what employees can expect in return from their employer and from their managers.

The Council also has a range of people management arrangements in place to ensure a consistent, fair and legally compliant approach is applied by managers and employees in the workplace. It is recognised good practice to regularly review HR policies and procedures. We reviewed our policies and six new policies were approved by Committee in December 2010. The policies are: Fairness At Work; Achieving & Maintaining Standards; Maximising Attendance; Recruitment & Selection; Managing Workforce Change; and Grievance (Teachers). Lean management principles were applied in the review in order to adopt a more streamlined approach. Furthermore, by taking a holistic approach to the overall employment framework, we have been able to ensure greater congruence between all the policies and procedures thereby removing potential conflict and ensuring a greater consistency of approach across the Council.

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

- ❖ We have held a number of annual Civic events, e.g. Remembrance Weekend events; St Andrew's Day service and parade; and an extremely successful Perth Christmas Lights Switch-on which resulted in the highest footfall in St John's Shopping Centre in 12 years. Planning has begun for the celebrations for the Queens' Jubilee in 2012 and a Steering Group has been established comprising of representation from all Services of the Council and external bodies such as the Chamber of Commerce and Perth College.
- ❖ We have supported the Council's bid for City Status for Perth and have developed a communications campaign that has attracted extensive local and national support. This included a heavily publicised charter which people have signed to pledge their support for the bid. The bid has attracted the support of the four political group leaders at the Scottish Parliament and will continue to be strengthened in the run up to the final decision.
- ❖ We have put in place a Scheme of Delegation, Standing Orders, Guidance Notes and Procedures for the new Local Review Body. The review process enables decisions to be taken at a local level on planning applications that would previously have been the subject of appeal to Scottish Ministers. To date, the Local Review Body has received 116 applications for review; no other authority has received this level of requests. Whilst planning advice to the Local Review Body is provided by an external Planning Adviser, legal advice is provided by Legal Services and administration of the process is carried out by Committee Services.
- ❖ We have developed a new methodology for annual internal audit planning. As a result, a new risk based internal audit plan for the year ahead with more realistic targets for each assignment has been approved.
- ❖ We have continued to deliver training to licensees to support them in managing their licences. In May 2010, we worked with the BII (British Institute of Innkeepers) to deliver a seminar to licensees which focused on giving them advice about making alterations to their premises. Furthermore, in March 2011 we worked jointly with Tayside Police and Full Circle Training to deliver 2 seminars specifically for voluntary organisations who might want to apply for alcohol licences. These were well received and focused on supporting organisations to run safe, successful events. We are the first Board in Scotland to deliver any training of this kind.
- ❖ We have provided advice and legal support in respect of the transfer of community assets, such as village halls, to community groups. This project has been developed in response to the Scottish Government/COSLA Empowerment Action Plan which recognises that the ownership of land and buildings can help empower communities. Currently we are providing legal support for potential transfers in Aberfeldy, Kinross and Milnathort. We attend meetings with officers from other Services, Councillors and community representatives, provide legal advice to the Council on this project and draft all necessary legal documents.

### **Case Study 6 Child and Adult Protection - Legal Services**

All of us, and particularly those who are more vulnerable, should be protected and supported. Our Legal Team plays an important role in supporting other Council Services in both child and adult protection issues which contributes to our key corporate objective of keeping children and vulnerable adults safe and protected.

This year our work has included working closely with the Chief Social Worker and Services to implement the Protecting Vulnerable Groups (PVG) Scheme which checks the suitability of people working with children and vulnerable adults. We have also delivered four sessions with all social work staff in Children's Services on the legal aspects of assessment, to support the introduction of their new Assessment framework under GIRFEC (Getting it Right for Every Child) as well as delivered training to Head Teachers, Depute Head Teachers, Child Protection staff and the Education Appeal Committee members.

In addition we act as legal advisor to the Fostering and Permanence Panel which considers the cases of children who cannot return home and makes recommendations about their future care. We also work closely with social workers to take forward plans agreed for these children by giving legal advice and support at all stages of the process. We have made nine applications to court for Permanence Orders in 2010/11, which will either secure children in permanent fostering or will support a move towards adoption.

Furthermore, we have been involved in a number of complex adult support and protection cases, where we have supported plans for adults at risk by taking court action to have the Chief Social Work Officer appointed as guardian. The aim of such court action is to protect an adult who no longer has capacity to make decisions for themselves and in many cases it prevents harm being caused to them. We attend adult support and protection case conferences regularly to provide advice and in the first three months of 2011 alone we have attended 21 such meetings.

## 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.

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

| Feedback method 2010/11   | What are the key messages?   | What will we do as a result?  |
|---|--|---|
| Annual Performance Planning & Risk Group satisfaction survey  | Satisfaction levels remain high within the Performance Planning & Risk Group and they value face to face contact.  | The team will consider feedback regarding one to one sessions with group members.   |
| Annual Communications satisfaction survey   | Satisfaction levels remain high.   | Comments have been provided which the team will consider in order to build on the service it provides.  |
| Design Team satisfaction questionnaires   | Feedback from the customers of the design team indicates 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.  |
| Satisfaction questionnaire for civil marriages/ partnerships ceremonies outwith   | 100% of respondents have stated that they are satisfied with the service provided for the last 3 years.  | Feedback continues to indicate high satisfaction levels with the services provided and an appreciation of the effort staff put into making each ceremony special.     |
| Series of ward-based consultative meetings with elected members and community councils  | The consultation was to ascertain views on proposals to adopt the Model Scheme of Establishment of Community Councils and the Code of Conduct for Community Councils which had been jointly endorsed by Scottish Government, COSLA and the Association of Scottish Community Councils. | Wider public consultation took place in early 2011 and the Council has now agreed to adopt the model schemes to enable stronger community empowerment and engagement. |
| Review of taxi numbers policy through individual and public meetings, questionnaires, online consultation and written submissions | The vast majority of respondents expressed a view that a limit on taxi numbers should be retained.   | As a result the policy was not changed.   |
| 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.   |
| Financial priorities surveys and focus groups   | Participants in the surveys and focus groups provided consistent messages in support of many service areas, particularly those relating to vulnerable people. They also highlight the commitment of many in the community to volunteering.   | The priorities identified by participants were taken into consideration by elected members when the Council budget for 2011/12 – 2013/14 was set.                     |

## **Key areas for improvement 2011/14**

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 2011/12 our top priorities include:

- Continue to reduce sickness absence;
- Review the employee review and development process and implement new employee relations policies;
- Continue to engage with Chief Executive's Service staff and improving staff experiences of feeling they receive appropriate praise and recognition;
- Develop the Leadership capacity of 3rd/4th tiers managers through the implementation of the Corporate Leadership Development Programme for Senior Managers;
- Further develop links between workforce planning, financial planning and asset management planning;
- Improve gathering of internal customer satisfaction information and enhance the use of complaints information to improve services;
- Further develop staff awareness of equality issues and the new legislation and improve the quality of equality performance monitoring and reporting;
- Enhance the implementation of Health and Safety legislation and expectations within the service;
- Further embed proactive approaches to improvement through engagement with Internal Audit across the Council; and
- Strengthen effective partnership working through leadership development and collaborative working across the Community Planning Partnership (CPP).

# Part 2 Joint action plan and annual performance report

**Key Service Objective 1** Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross  
**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** £635,000

| Policy/<br>Strategy<br>Area            | Action and outcome<br>(Lead responsibility)  | Relevant Indicators<br>(Source)  | Target<br>10/11 | Performance |       |                           |       | Comments on performance<br>during 2010/11   | Targets |       |       |
|--|--|--|-----------------|-------------|-------|---------------------------|-------|---|---------|-------|-------|
|  |  |  |                 | 08/09       | 09/10 | 10/11                     | Trend |   | 11/12   | 12/13 | 13/14 |
| Single<br>Outcome<br>Agreement<br>2009 | Lead and support<br>services to deliver the<br>strategic vision and<br>outcomes for Perth<br>and Kinross<br><i>(Head of Business<br/>Transformation)</i> | % of Council staff<br>who know how their<br>job contributes to<br>Council objectives | 80%             | 70%         | 78%   | 80%                       | ↑     | Through the Business<br>Breakfast programme and<br>Corporate Briefing sessions,<br>senior managers meet<br>regularly with the Chief<br>Executive. This ensures that<br>up to date strategic<br>information can be<br>cascaded to all staff<br>through regular Delayed<br>Office Opening sessions and<br>team meetings.              | 82%     | 84%   | 86%   |
|  |  | % of SOA indicators<br>delivered on target   | 100%            | –           | 72%   | Available<br>June<br>2011 | –     | Of the 57 indicators that<br>had targets set for 2009/10<br>and information was<br>available, 72% met or<br>exceeded targets.<br>However, 28% have not met<br>target. Work is ongoing with<br>Services and Partners to<br>achieve future targets<br>where possible. Some of<br>these indicators relate to<br>the economic downturn. | 100%    | 100%  | 100%  |

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

| Policy/<br>Strategy<br>Area            | Action and outcome<br>(Lead responsibility)  | Relevant Indicators<br>(Source)  | Target<br>10/11 | Performance |        |       |       | Comments on performance<br>during 2010/11   | Targets |       |       |
|--|--|--|-----------------|-------------|--------|-------|-------|---|---------|-------|-------|
|  |  |  |                 | 08/09       | 09/10  | 10/11 | Trend |   | 11/12   | 12/13 | 13/14 |
|  |  | Perth and Kinross<br>Citizen Panel<br>Viewfinder response<br>rate  | -               | -           | 63%    | 55%   | ↓     | Although this is a new<br>indicator, we completed a<br>survey on the City Hall in<br>2009/10 and a survey on the<br>Financial Priorities for the<br>Council in 2010/11. The<br>response rate for 2010/11<br>was affected by the severe<br>weather.  | 60%     | 64%   | 68%   |
|  |  | % of corporate<br>data collection<br>systems reviewed<br>that are assessed as<br>providing accurate<br>and reliable<br>information | -               | -           | -      | -     | -     | New indicator   | 100%    | 100%  | 100%  |
| Corporate<br>Improvement<br>Plan 09/12 | Lead and develop<br>the Equalities Strategy<br>and action plan<br>(Head of Business<br>Transformation) | % of relevant<br>policies across all<br>services which have<br>been equality<br>impact assessed                                    | 100%            | -           | New PI | 80%   | -     | Services identified those<br>who needed training to<br>carry out equality impact<br>assessments and all training<br>has now been delivered<br>through the Corporate<br>Equalities Team. Support<br>and training will be<br>provided to any further staff<br>that are identified. Work is<br>now ongoing to equality<br>impact assess all new<br>policies. | 100%    | 100%  | 100%  |

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

| Policy/<br>Strategy<br>Area | Action and outcome<br>(Lead responsibility) | Relevant Indicators<br>(Source)  | Target<br>10/11 | Performance |       |                     |       | Comments on performance<br>during 2010/11 | Targets |       |       |
|-----------------------------|---|--|-----------------|-------------|-------|---------------------|-------|---|---------|-------|-------|
|                             |   |  |                 | 08/09       | 09/10 | 10/11               | Trend |   | 11/12   | 12/13 | 13/14 |
|                             |   | % of grade bands where there is less than a +/- 3% pay differential between males and females Council wide | -               | 73%         | 93%   | Available July 2011 | ↑     | New indicator                             | 100%    | 100%  | 100%  |

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

**Key Service Objective 2**

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

£3,637,000

| Policy/<br>Strategy<br>Area            | Action and outcome<br>(Lead responsibility)  | Relevant Indicators<br>(Source)  | Target<br>10/11 | Performance |           |       |       | Comments on performance during<br>2010/11   | Targets |       |       |
|--|--|--|-----------------|-------------|-----------|-------|-------|---|---------|-------|-------|
|  |  |  |                 | 08/09       | 09/10     | 10/11 | Trend |   | 11/12   | 12/13 | 13/14 |
| Corporate<br>Improvement<br>Plan 09/12 | Support all Council<br>Services in<br>managing and<br>accounting for the<br>Council's financial<br>resources<br>(Head of Finance)                            | % of invoices within<br>credit terms (SPI)   | 92%             | 87%         | 92%       | 89%   | ➔     | Performance issues are being<br>discussed directly with Services.   | 90%     | 90%   | 90%   |
|  |  | % of payroll<br>payments made on<br>time and free of<br>notified errors  | 99.8%           | 99.8%       | 99.8%     | 99.8% | ➔     | Performance in this area remains<br>steady at 99.8%.<br>(As of<br>Sep<br>2010)  | 99.8%   | 99.8% | 99.8% |
|  | Lead and support<br>services in the<br>customer focus<br>agenda<br>(Head of Business<br>Transformation)  | % of authenticated<br>self service<br>processes/<br>transactions<br>delivered online for<br>Council Services     | -               | -           | -         | -     | -     | Changed Indicator   | -       | 20%   | 100%  |
|  | Provide training and<br>support to elected<br>members to<br>enhance the<br>democratic<br>leadership of the<br>Council<br>(Head of<br>Democratic<br>Services) | % of members of<br>the Scrutiny<br>Committee satisfied<br>with Service support<br>to conduct scrutiny<br>reviews | 100%            | -           | New<br>PI | 100%  | -     | A review of policy integration to<br>increase the number of young<br>people moving onto positive<br>destinations following school was<br>carried out and reported at a<br>special meeting of the Scrutiny<br>Committee in February 2011.<br>Members' feedback was sought at<br>the end of the review and although<br>this survey indicated that there was<br>100% satisfaction with the support<br>provided to members, only 2 of the<br>7 Councillors responded. | 100%    | 100%  | 100%  |

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

| Policy/<br>Strategy<br>Area                         | Action and outcome<br>( <i>Lead responsibility</i> )   | Relevant Indicators<br>( <i>Source</i> )              | Target<br>10/11 | Performance |       |       |       | Comments on performance during<br>2010/11 | Targets |       |       |
|---|--|---|-----------------|-------------|-------|-------|-------|---|---------|-------|-------|
|   |  |   |                 | 08/09       | 09/10 | 10/11 | Trend |   | 11/12   | 12/13 | 13/14 |
| Securing the<br>Future Toward<br>2015 and<br>Beyond | Lead and support<br>services in the<br>transformation<br>programme<br>( <i>Head of Business<br/>Transformation</i> ) | % of high value<br>transformation<br>projects assured | –               | –           | –     | –     | –     | 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** £1,810,000

| Policy/<br>Strategy<br>Area | Action and outcome<br>(Lead responsibility)  | Relevant Indicators<br>(Source)  | Target<br>10/11 | Performance |        |       |       | Comments on<br>performance during<br>2010/11  | Targets |         |         |
|-----------------------------|--|--|-----------------|-------------|--------|-------|-------|---|---------|---------|---------|
|                             |  |  |                 | 08/09       | 09/10  | 10/11 | Trend |   | 11/12   | 12/13   | 13/14   |
| Council HR<br>Strategy      | Maintain and develop the corporate framework for recruitment and selection<br>(Head of HR) | Time to hire (days) from approval of vacancy to formal job offer made (Council Wide) | 52              | 49          | 57     | 50    | ↑     | Less vacancies, more internal advertising and better housekeeping has resulted in this indicator improving. This level of improvement has allowed us to change our target to 48 days for next year.   | 48 days | 44 days | 40 days |
|                             | Support people to get into work through Government Funded Initiatives<br>(Head of HR)      | No. of trainees completing training placements                                       | -               | -           | New PI | 27    | -     | The total achievers during 2010/11 for Modern Apprentice and Training for Work (funded programmes) were 26 and one respectively. However, we anticipate a drop in 2011/12 due to financial constraints and Future Job Fund Programme limiting our number of starts. | 24      | 35      | 35      |

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

| Policy/<br>Strategy<br>Area            | Action and outcome<br>(Lead responsibility)  | Relevant Indicators<br>(Source)   | Target<br>10/11 | Performance |       |       |       | Comments on<br>performance during<br>2010/11  | Targets |       |       |
|--|--|---|-----------------|-------------|-------|-------|-------|---|---------|-------|-------|
|  |  |   |                 | 08/09       | 09/10 | 10/11 | Trend |   | 11/12   | 12/13 | 13/14 |
| Corporate<br>Improvement<br>Plan 09/12 | Lead and support<br>Council Services to<br>manage employee<br>health and<br>attendance in a<br>positive and<br>supportive manner<br>(Head of HR)       | The average no. of<br>working days lost<br>per employee<br>through sickness<br>absence for:<br>all Council<br>employees | 10.1            | 9.9         | 10.7  | 9.7   | ↑     | Work has been ongoing<br>to deal with longer term<br>sickness absence cases<br>which have resulted in<br>some employees<br>returning to work. Work is<br>also being carried out to<br>tackle frequent short term<br>sickness absence.   | 9.3     | 9.2   | 9.1   |
|  |  | Chief Exec's Service  | 7.8             | -           | 8.3   | 8.0   | ↑     |   | 7.9     | 7.8   | 7.7   |
|  | Support services to<br>embed organisational<br>development to<br>enhance staff<br>engagement and<br>motivation<br>(Head of Business<br>Transformation) | Employee survey<br>response rate<br>across the Council  | 53%             | 48%         | 52%   | 53%   | ↑     | The employee survey is<br>promoted through<br>corporate and service<br>communication teams<br>and endorsed by senior<br>managers. Methods of<br>capturing the data are<br>constantly reviewed to<br>ensure that it is as simple<br>as possible for employees<br>to respond. The response<br>rate for the Chief<br>Executive's Service was<br>74% - an increase of 5%. | 55%     | 57%   | 60%   |
|  |  | No. of applications<br>for securing the<br>future awards  | 50              | 34          | 46    | 40    | →     |   | 50      | 50    | 50    |
|  |  | No. of applications<br>put forward to<br>COSLA awards   | -               | -           | 10    | 11    | ↑     | Although this is a new<br>indicator, we have<br>successfully submitted<br>applications to COSLA for<br>the last two years. The<br>maximum number of   | 14      | 14    | 14    |

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

| Policy/<br>Strategy<br>Area            | Action and outcome<br>(Lead responsibility)  | Relevant Indicators<br>(Source)  | Target<br>10/11 | Performance |       |       |       | Comments on<br>performance during<br>2010/11  | Targets |       |       |
|--|--|--|-----------------|-------------|-------|-------|-------|---|---------|-------|-------|
|  |  |  |                 | 08/09       | 09/10 | 10/11 | Trend |   | 11/12   | 12/13 | 13/14 |
| Corporate<br>Improvement<br>Plan 09/12 | Deliver proactive<br>management<br>practices that support<br>staff development<br>within the Service<br>(All Heads of Service) | Employee Review<br>and Development<br>completion within<br>the service   | 100%            | –           | 68%   | 68%   | →     | applications which can<br>be made by one Council<br>is 14.<br><br>The implementation of<br>various reviews has<br>resulted in a number of<br>staff moves between<br>posts. This has resulted in<br>a lag in completing ERDs.<br>Heads of Service are<br>given a monthly list of all<br>the employees who have<br>not had an ERD to allow<br>them to discuss the list<br>with their Service<br>Managers and ensure<br>that ERDs are carried out. | 90%     | 90%   | 90%   |
|  |  | % of Chief<br>Executive's Service<br>staff who feel:<br>any problems that<br>could stop them<br>giving the best<br>customer services<br>are dealt with | 60%             | 60%         | 57%   | 66%   | ↑     | Following last years survey<br>results measures were put<br>in place to remove<br>blockages and this has<br>been positively reflected<br>in this year's survey results.   | 68%     | 70%   | 72%   |

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

| Policy/<br>Strategy<br>Area | Action and outcome<br>(Lead responsibility)  | Relevant Indicators<br>(Source)   | Target<br>10/11 | Performance |       |       |       | Comments on<br>performance during<br>2010/11   | Targets |       |       |
|-----------------------------|--|---|-----------------|-------------|-------|-------|-------|--|---------|-------|-------|
|                             |  |   |                 | 08/09       | 09/10 | 10/11 | Trend |  | 11/12   | 12/13 | 13/14 |
|                             |  | they receive regular recognition and praise                                     | 61%             | 61%         | 55%   | 56%   | ↓     | A more structured approach to the employee awards programme is currently being considered along with options for promoting our culture of recognition and providing greater awareness and opportunities for all employee recognition events. Managers have also indentified opportunities to give regular recognition and praise at service delayed office opening sessions and team events. | 61%     | 63%   | 65%   |
|                             |  | their development is supported and encouraged                                   | 60%             | 60%         | 56%   | 59%   | →     | To ensure staff development remains relevant to current needs a review of the corporate Employee Review and Development Procedure is underway.   | 62%     | 64%   | 66%   |
|                             | Manage effective corporate communication to external stakeholders<br>(Head of Business Transformation) | Annual Society of Information Technology Management rating for website (SOCITM) | 3*              | –           | 2*    | 2*    | →     | Several improvements have been made to the website this year including: the use of location maps; social media; and further improvements to both accessibility and navigation. However, the SOCITM criteria has  | 2*      | 3*    | 3*    |

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

| Policy/<br>Strategy<br>Area | Action and outcome<br>(Lead responsibility)   | Relevant Indicators<br>(Source)  | Target<br>10/11 | Performance |       |       |       | Comments on<br>performance during<br>2010/11  | Targets |       |       |
|-----------------------------|---|--|-----------------|-------------|-------|-------|-------|---|---------|-------|-------|
|                             |   |  |                 | 08/09       | 09/10 | 10/11 | Trend |   | 11/12   | 12/13 | 13/14 |
|                             |   | % of Viewfinder panel who read all or some of Perth & Kinross News     | 82%             | 79%         | -     | 83%   | ↑     | changed and some of the questions are no longer relevant to Scottish local authorities which has resulted in a reduced scoring.<br><br>PK News was re-launched in its design and content in June 2009, taking into account feedback from residents. | 85%     | 86%   | 87%   |
|                             | Provide effective internal communications support to enhance service's ability to manage proactive external communications<br>(Head of Democratic Services) | % of internal customers satisfied with communications support provided | 99%             | 89%         | 98%   | 96%   | →     | 96% of respondents (26) were either satisfied or very satisfied. All others were neither satisfied nor dissatisfied. Comments have been provided which the team will consider in order to build on the service it provides.                         | 98%     | 99%   | 99%   |
|                             |   | % of internal customers satisfied with design service                  | 97%             | 96%         | 97%   | 95%   | →     | The Design Team continues to receive a high level of positive feedback and continually look to improve and update their service.  | 97%     | 98%   | 98%   |

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

**Key Service Objective 4** Provide an enabling governance framework to support and deliver the Council's legal and democratic responsibilities

**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** £3,597,000

| Policy/<br>Strategy<br>Area            | Action and outcome<br>(Lead responsibility)  | Relevant<br>Indicators<br>(Source)  | Target<br>10/11 | Performance |       |                     |       | Comments on performance<br>during 2010/11   | Targets |       |       |
|--|--|---|-----------------|-------------|-------|---------------------|-------|---|---------|-------|-------|
|  |  |   |                 | 08/09       | 09/10 | 10/11               | Trend |   | 11/12   | 12/13 | 13/14 |
| Corporate<br>Improvement<br>Plan 09/12 | Provide a comprehensive internal audit service that supports internal assurance and improvement processes<br>(Head of Finance)                 | % of audits undertaken in accordance with the approved plan                           | 100%            | 53%         | 39%   | 78%                 | ↑     | Internal Audit has been subject to a period of change and staffing issues during 2010/11. Therefore, the Audit Sub Committee agreed to continue work on the 2009/10 Internal Audit Plan until a revised plan was presented for approval in September 2010. The Internal Audit work leading to the agreement of the management actions has been substantially completed for the remaining assignments. | 100%    | 100%  | 100%  |
|  | To support Council Services in managing and accounting for the Council's financial resources<br>(Head of Finance)                              | Compliance with the Council's approved Treasury Policy Statement                      | 100%            | 100%        | 99%   | 100%                | →     | No breaches in compliance were identified during 2010/11.   | 100%    | 100%  | 100%  |
|  | Provide Registration of Births, Deaths, Marriages and Civil Partnerships Service including Civil Partnerships<br>(Head of Democratic Services) | % of registrations of births, deaths, marriages and civil partnerships with no errors | 97%             | 96%         | 96%   | Available Summer 11 | →     | Results are published annually for each calendar year and 2011 data will be available in the Summer of 2011.  | 97%     | 97%   | 97%   |

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

| Policy/<br>Strategy<br>Area | Action and outcome<br>(Lead responsibility)  | Relevant<br>Indicators<br>(Source)  | Target<br>10/11 | Performance |       |       |       | Comments on performance<br>during 2010/11  | Targets |       |       |
|-----------------------------|--|---|-----------------|-------------|-------|-------|-------|--|---------|-------|-------|
|                             |  |   |                 | 08/09       | 09/10 | 10/11 | Trend |  | 11/12   | 12/13 | 13/14 |
|                             |  | % of customers satisfied with civil marriages/partnerships ceremonies outwith | 100%            | 100%        | 100%  | 100%  | →     | Feedback continues to indicate high satisfaction levels with the services provided.  | 100%    | 100%  | 100%  |
|                             | Raise and defend legal actions on behalf of the Council to ensure that the Council's rights are protected and obligations fulfilled<br>(Head of Legal) | Raise all actions within 28 days of receipt of full instructions              | 100%            | 94%         | 100%  | 100%  | ↑     | There have been 47 actions since April 2010 all raised within 28 days.   | 100%    | 100%  | 100%  |
|                             | To process applications under the Civic Government (Scotland) Act 1982 and Anti-Social Behaviour (Scotland) Act 2004<br>(Head of Legal)                | Issue Civic Licences within 6 weeks of the application                        | 60%             | 39%         | 49%   | 44%   | →     | Of 702 licences issued, 391 took more than 6 weeks to issue. Pressure of work in relation to alcohol licensing (with shorter statutory timescales) continues to affect the civic licensing figures. Some organisational changes are presently being trialled with a view to establishing whether this can improve performance. | 60%     | 60%   | 60%   |
|                             |  | % of Private Landlord registration applications processed                     | 99%             | 99%         | 98%   | 99%   | →     | There have been 921 applications approved since April 2010, bringing the total of private landlord properties registered to over 8,000. PKC remains amongst the top performing Councils in terms of approval rates.  | 99%     | 99%   | 99%   |

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

| Policy/<br>Strategy<br>Area      | Action and outcome<br>(Lead responsibility)   | Relevant<br>Indicators<br>(Source)  | Target<br>10/11 | Performance |        |       |       | Comments on performance<br>during 2010/11  | Targets  |          |          |
|----------------------------------|---|---|-----------------|-------------|--------|-------|-------|--|----------|----------|----------|
|                                  |   |   |                 | 08/09       | 09/10  | 10/11 | Trend |  | 11/12    | 12/13    | 13/14    |
| Legislation                      | To manage the process of information compliance to fulfil the Council's statutory responsibilities with regard to Freedom of Information and Data Protection<br>(Head of Legal) | Respond to FOI requests within 20 days of receipt                             | 95%             | 93%         | 94%    | 95%   | ↑     | Performance in this area remains high.   | 95%      | 95%      | 95%      |
| Legislation and Policy           | To manage the corporate complaints system and support Council Services to ensure that the Council's complaints policy operates effectively<br>(Head of Legal)                   | % of level 2 corporate complaints responded to within 28 days or agreed date  | -               | -           | -      | -     | -     | Changed Indicator  | 100%     | 100%     | 100%     |
| Corporate Improvement Plan 09/12 | To carry out the quasi-judicial functions of the Council to fulfil its statutory responsibilities<br>(Head of Legal)  | Number of weeks taken to deal with licensing board applications for variation | 17              | -           | New PI | 14    | -     | There have been 32 applications received since April 2010. Only 1 was granted outwith the 17 week target and this was at the applicant's request. Short statutory timescales for processing and the need to process applications in time for a Board Meeting mean that this work takes priority over other licensing work. | 17 weeks | 17 weeks | 17 weeks |

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

# Part 3 Joint improvement plan and annual performance report

| HGIOC area for Improvement                 | Link to service objective   | Action and outcome<br>(Lead responsibility)  | Delivery timescales | Comments on progress made during 2010/11   |
|--|---|--|---------------------|--|
| <b>What key outcomes have we achieved?</b> |   |  |                     |  |
| Key performance outcomes                   | Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross                                       | Support frontline services to continue to develop robust performance management systems which are integrated into day to day practice<br>(Head of Business Transformation)   | Mar 2010            | <b>Completed</b> - All Services have received training on the Councils performance management system ProjectVision. Support to Services to develop their performance management arrangements and integrate risk management and SPIs at a service level is currently ongoing through the development of Service BMIPs 2011/12.  |
|  |   | Integrate risk management and SPIs within the Council's current performance management framework<br>(Head of Business Transformation)  | Sep 2010            | <b>Completed</b> - We strengthened our performance management framework by embedding SPIs and risk management within our corporate and service level arrangements. Reporting against SPIs has been integrated with the Council's public performance reports and we have streamlined the risk processes by integrating risk updates as part of monthly performance reporting to the Executive Officer Team (EOT). Risk management has been included within the remit of the Council's Performance, Planning and Risk Group. |
|  | Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services | 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<br>(Head of Business Transformation) | Mar 2011            | <b>Completed</b> - Benchmarking is an important element of the Council's Best Value Review process and Transformation Project methodology. The Chief Executive's Service has developed a benchmarking web page which provides links to a benchmarking toolkit and details of current benchmarking activity throughout the Council. Support and advice to Services on benchmarking is ongoing in delivering the Council's transformation programme.   |

| HGIOC area for Improvement                                | Link to service objective   | Action and outcome<br>(Lead responsibility)  | Delivery timescales | Comments on progress made during 2010/11  |
|---|---|--|---------------------|---|
|   |   | Continue to develop a Service wide systematic performance management reporting system using ProjectVision<br>(Head of Business Transformation)   | Mar 2011            | <b>Completed</b> - We have successfully established a systematic performance management system across the Chief Executive's Service. All teams provide a monthly update on progress against the Service BMIP through ProjectVision and exceptions are reported to the Service Management Team. Work has been ongoing to review the Service performance indicators in relation to Finance, Risk Management and Learning & Development and to incorporate reporting on Service risks. |
|   | Promote continuous improvement and innovation through our people, positive organisational development and effective communications          | Continue to improve performance levels in respect of sickness absence levels in the Chief Executives' Service<br>(Head of HR)  | Sep 2011            | <b>New action</b>   |
|   | Provide an enabling governance framework to support and deliver the Council's legal and democratic responsibilities                         | Review operation of Civic Government Licensing<br>(Head of Legal)  | Mar 2011            | <b>Delayed</b> - Target date has been revised due to shortages in staff causing pressure in processing applications which has meant staff cannot be released to make progress on review. The situation was reviewed at end of February 2011.<br><b>Revised Timescale</b> – Oct 2011   |
|   |   | Improve performance levels for the % of Civic Licenses issued within 6 weeks of the application<br>(Head of Legal)   | Sep 2011            | <b>New action</b> - relates to the review of Civic Government Licensing   |
| <b>How well do we meet the needs of our stakeholders?</b> |   |  |                     |   |
| Impact on service users                                   | Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services | 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<br>(Head of Business Transformation) | Sep 2010            | <b>Completed</b> - The public pages of the hub are live on our website. The internal site has been created and is currently being populated. Ongoing maintenance and updates will be carried out on a regular basis.  |

| HGIOC area for Improvement | Link to service objective  | Action and outcome<br>(Lead responsibility)   | Delivery timescales   | Comments on progress made during 2010/11   |
|----------------------------|--|---|---|--|
|                            |  | <p>Conduct an annual survey across the Council to measure and improve internal customer satisfaction with key service areas<br/>(Head of Business Transformation)</p> <p>Improve consistency in gathering external satisfaction information working closely with Service teams across the Council<br/>(Head of Business Transformation)</p> <p>Conduct Council wide review of performance standards/customer satisfaction<br/>(Head of Business Transformation)</p> <p>Improve customer focus by gathering transaction based client information<br/>(Head of Legal)</p> | <p>Mar 2011</p> <p>Mar 2011</p> <p>Dec 2010</p> <p>Mar 2011</p> | <p><b>In progress</b> – Proposals have been developed for a pilot survey to be carried out to measure customer satisfaction within the Chief Executive's Service.<br/><b>Revised Timescale</b> – Mar 2012</p> <p><b>Completed</b> – We launched the national customer satisfaction framework in October 2010 and are now working with Services to roll-out and embed.</p> <p><b>Completed</b> – Customer performance standards and satisfaction was reviewed as part of this year's BMIP process. This has informed improvements to be made for future years.</p> <p><b>In progress</b> - Information is currently being gathered.<br/><b>Revised Timescale</b> – Jun 2011</p> |
|                            | Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross                              | 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.<br>(Head of Democratic Services)   | Sep 2010  | <p><b>In progress</b> - A combined Members Services, Committee Services and Communications and Design Services questionnaire will be carried out later in the year following the appointment of the Communications Manger. The questionnaire seeks to confirm satisfaction with current levels of service and identify areas where improvements can be introduced to support the continuous development of support services to elected members.<br/><b>Revised Timescale</b> – Nov 2011</p>  |
| Impact on staff            | Promote continuous improvement and innovation through our people, positive organisational development and effective communications | Review and implement the Service Workforce Plan, including implementation of the workforce management measures<br>(Head of Business Transformation)   | Mar 2010  | <p><b>In progress</b> - A review of the Service Workforce Plan is in progress. A consultation draft was submitted to the Senior Management Team (SMT) for approval and implementation on the 16th December 2010 and further development of the Workforce Plan is ongoing.<br/><b>Revised timescale</b> – Mar 2012</p>  |

| HGIOC area for Improvement                            | Link to service objective  | Action and outcome<br>(Lead responsibility)   | Delivery timescales | Comments on progress made during 2010/11  |
|---|--|---|---------------------|---|
|   |  | Review the corporate workforce plan<br>(Head of HR)   | Jun 2011            | <b>New action</b>   |
|   |  | Further develop links between workforce planning, financial planning and asset management planning<br>( Heads of Finance and Human Resources )                                | Mar 2012            | <b>New action</b>   |
| Impact on the community                               | Promote continuous improvement and innovation through our people, positive organisational development and effective communications | Update the Corporate Communications Strategy and Action Plan<br>(Head of Democratic Services)   | Aug 2010            | <b>Completed</b> - A Communications Strategy and Action Plan has been developed and approved to cover a three-year period. This focuses on the financial challenges and has been approved by the EOT and Strategic Leadership Forum. It has now been cascaded to the Corporate Management Group for use council-wide.   |
|   |  | Progress actions from publications review<br>(Head of Democratic Services)  | Sep 2011            | <b>New action</b>   |
| <b>How good is the delivery of our key processes?</b> |  |   |                     |   |
| Delivery of key processes                             | Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross                              | Develop self evaluation model 'How Good is Our Partnership' and complete first self evaluation across the Community Planning Partnership<br>(Head of Business Transformation) | Nov 2010            | <b>Completed</b> - How Good is Our Partnership has been developed and approved by the Community Planning Partnership. Implementation of the tool has begun with completion of the first self-evaluation by the Community Safety, Strategic Health and Children and Young People's Strategic Partnerships. Activity will continue with the Community Planning Partners and themed partnerships to embed the model over the next two years. |
|   |  | Revise the Equality Strategy to reflect new national equality bill<br>(Head of Business Transformation)   | Mar 2011            | <b>Delayed</b> - The Scottish Ministers were due to publish the new Specific Duties in June 2010 but this was put back to April 2011 and is ongoing. Following publication, revisions will be made to the Equality Strategy.<br><b>Revised timescale</b> – Oct 2011   |

| HGIOC area for Improvement | Link to service objective   | Action and outcome<br>(Lead responsibility)  | Delivery timescales | Comments on progress made during 2010/11   |
|----------------------------|---|--|---------------------|--|
|                            |   | Work with partners to achieve collaborative gain where possible in addressing equalities duties<br>(Head of Business Transformation)               | Dec 2010            | <b>Delayed</b> - Once all the Specific Duties are published, further engagement is planned with Community Planning Partners and other Councils to identify synergies.<br><b>Revised timescale</b> – Dec 2011 |
|                            |   | Further develop staff awareness of equality issues and the new legislation<br>(Head of Business Transformation)                                    | Apr 2012            | <b>New action</b>  |
|                            |   | Undertake a strategic improvement review of Equalities<br>(Head of Business Transformation)  | Sep 2011            | <b>New action</b>  |
|                            |   | Further develop corporate guidance on team planning<br>(Head of Business Transformation)   | Dec 2011            | <b>New action</b>  |
|                            |   | Implement mitigating actions for all Service key risks<br>(All Heads of Service)   | Mar 2012            | <b>New action</b>  |
|                            |   | Prepare International Reporting Standards compliant financial statements for year end 31 Mar 2011<br>(Head of Finance)                             | Jun 2011            | <b>New action</b>  |
|                            | Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services | Review the change and improvement tools available to Services to support change and transformation<br>(Head of Business Transformation)            | Mar 2011            | <b>In progress</b> – Tools have been reviewed and gaps have been identified. Eric is currently being developed to provide access to the tools.<br><b>Revised timescale</b> – Sep 2011                        |
|                            |   | Enhance mechanisms to use information relating to areas such as Corporate and Services complaints to shape service improvements<br>(Head of Legal) | TBC                 | <b>New action</b> - Awaiting Ombudsman guidance  |

| HGIOC area for Improvement         | Link to service objective  | Action and outcome<br>(Lead responsibility)   | Delivery timescales       | Comments on progress made during 2010/11   |                   |
|------------------------------------|--|---|---------------------------|--|-------------------|
|                                    |  | Monitor changes which result from transformation projects in other services to identify impact on the Service and any necessary operational developments needing to be undertaken by the Service to maintain quality of delivery<br>(Head of Business Transformation) | Sep 2011 and then ongoing | <b>New action</b>  |                   |
|                                    |  | Further embed proactive approaches to improvement through engagement with Internal Audit across the Council<br>(Head of Finance)  | Mar 2012                  | <b>New action</b>  |                   |
| <b>How good is our management?</b> |  |   |                           |  |                   |
| Policy development and planning    | Provide an enabling governance framework to support and deliver the Council's legal and democratic responsibilities                | Revise the Local Code of Corporate Governance<br>(Head of Legal)  | Jun 2010                  | <b>Delayed</b> – This report was postponed but will now be completed as a matter of priority.<br><b>Revised timescale</b> – Jun 2011 |                   |
|                                    |  | Increase the systematic number of EQIAs undertaken across the Service<br>(All Heads of Service)   | Mar 2012                  |  | <b>New action</b> |
|                                    |  | Develop Equality Performance Indicators and the quality of Equality performance monitoring and reporting<br>(Head of Business Transformation)   | Apr 2012                  |  | <b>New action</b> |
|                                    |  | Enhance the implementation of Health and Safety legislation and expectations within the Service<br>(Head of Business Transformation)  | Sep 2011                  |  | <b>New action</b> |
|                                    | Promote continuous improvement and innovation through our people, positive organisational development and effective communications | Implement new employee relations policies<br>(Head of HR)   | Mar 2011                  | <b>New action</b>  |                   |

| HGIOC area for Improvement      | Link to service objective   | Action and outcome<br>(Lead responsibility)  | Delivery timescales | Comments on progress made during 2010/11   |
|---------------------------------|---|--|---------------------|--|
|                                 |   | Review and implement the Council's Human Resources Strategy 2007-2010<br>(Head of HR)  | Dec 2010            | <b>Completed</b> – The strategy was reviewed in 2010 and Our People Strategy was approved by Committee in December 2010, with its launch in February 2011. Our People Strategy is now being implemented. It will be annually reviewed. |
| Management and support of staff | Promote continuous improvement and innovation through our people, positive organisational development and effective communications          | Develop an electronic system for managing Learning and Development information<br>(Head of Business Transformation)  | May 2010            | <b>Deleted</b> – Revised approach to Learning and Development no longer includes a corporate training calendar.  |
|                                 |   | Review Employee Review and Development Process<br>(Head of Business Transformation)  | Oct 2011            | <b>New action</b>  |
|                                 |   | Undertake a strategic improvement review of Support Services within Chief Executive's Services<br>(Head of Legal)  | July 2011           | <b>New action</b>  |
|                                 |   | Carry out a review of the Employability Development Team<br>(Head of HR)   | June 2011           | <b>New action</b>  |
|                                 |   | Develop new HR Service benchmarking / performance measures for HR and Employment Services<br>(Head of HR)  | April 2012          | <b>New action</b>  |
| Resources                       | Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services | To consider the most efficient organisational structures and processes for transactional finance within the Exchequer Section, having regard to transformational projects in the Chief Executive's and other Services<br>(Head of Finance) | Apr 2012            | <b>New action</b>  |
|                                 |   | Undertake a review of the Records Management function<br>(Head of Legal)   | TBC                 | <b>New action</b> - Dependent on Modern Ways of Working programme  |

| HGIOC area for Improvement | Link to service objective  | Action and outcome<br>(Lead responsibility)   | Delivery timescales              | Comments on progress made during 2010/11  |
|----------------------------|--|---|----------------------------------|---|
|                            |  | <p>Develop and implement an Integrated Payroll/Personnel System<br/>(Head of Finance / Head of HR)</p> <p>Revise medium term financial plan to ensure cohesion with workforce and asset management planning<br/>(Head of Finance)</p>   | <p>Sep 2010</p> <p>June 2010</p> | <p><b>In progress</b> - HR &amp; Payroll are operational, MyView roll out has commenced (33% of employees with PC access are now live on MyView) Optimum development and Establishment lists sign-off continue to delay functionality development and roll-out and we continue to take measures to address these issues. These systems are monitored as part of the IHRP project by the Project Sponsors, Senior Responsible Owners, Project Board, and the CRG/ EOT.</p> <p><b>Revised timescale</b> – Sep 2011. Delay due to teachers access to eric/network.</p> <p><b>Completed</b> – Revised Medium Term Financial Plan approved by Council on 30 June 2010 (report 10/356 refers). Medium Term Financial Plan, Implications for Workforce Planning Report approved at Special Council Meeting on 4 November 2010 (Report 10/558 refers). Budget Update Report submitted to Council on 15 December 2010 (Report 10/640 refers). Work ongoing through the Council budget process.</p> |
|                            | Promote continuous improvement and innovation through our people, positive organisational development and effective communications | <p>Implementation of new service delivery model following Strategic Review of Human Resources encompassing all aspects of payroll, recruitment and professional HR<br/>(Head of HR / Head of Finance)</p> <p>Review arrangements to meet short term resourcing requirements including use of agency and supply workers<br/>(Head of HR)</p> | <p>July 2010</p> <p>Mar 2011</p> | <p><b>Completed</b> – The new HR, Staffing and Payroll Service was launch on the 1 March 2011. Due to delays in the implementation of the software, the positive impact on service delivery will not start to manifest itself until Autumn 2011.</p> <p><b>In progress</b> – Delayed due to capacity issues but a dedicated resource has now been identified and work is progressing.</p> <p><b>Revised timescale</b> – Jun 2011</p>  |

| HGIOC area for Improvement         | Link to service objective   | Action and outcome<br>(Lead responsibility)   | Delivery timescales        | Comments on progress made during 2010/11   |
|------------------------------------|---|---|----------------------------|--|
| <b>How good is our leadership?</b> |   |   |                            |  |
| Leadership                         | Support services and partners to deliver the shared strategic vision and outcomes for Perth & Kinross                                       | Develop more structured business planning and reporting by partnerships in accordance with the approved enhanced CPP governance arrangements<br>(Head of Business Transformation)   | Apr 2012                   | <b>New action</b>  |
|                                    | Ensure the Council's resources are efficiently utilised and support services and partners to transform and deliver value for money services | Develop the Leadership capacity of 3rd / 4 <sup>th</sup> tier managers across the Council through the implementation of the Leadership Development Programme for Senior Managers<br>(Head of Business Transformation)<br><br>Strengthen effective partnership working through leadership development and collaborative working across the CPP. Develop and implement a series of 'Adaptive Leadership' events for CPP Executive Officers initially addressing community engagement<br>(Head of Business Transformation) | March 2011<br><br>May 2011 | <b>In progress</b> – Further training needs activity is required to establish programme modules. Action learning sets for this purpose are in development. Business Breakfast will also inform the programme. The forward programme will be released at the end of April 2011.<br><b>Revised timescale</b> – March 2012<br><br><b>New action</b> |

## Part 4 Changed and deleted indicators

| Policy/<br>Strategy<br>Area            | Action and outcome<br>(Lead responsibility)  | Relevant<br>Indicators<br>(Source)  | Target<br>10/11 | Performance |           |       |       | Comments on performance<br>during 2010/11  | Reason for change or<br>deletion   |
|--|--|---|-----------------|-------------|-----------|-------|-------|--|--|
|  |  |   |                 | 08/09       | 09/10     | 10/11 | Trend |  |  |
| Legislation and<br>Policy              | To manage the corporate<br>complaints system and<br>support Council Services<br>to ensure that the<br>Council's complaints<br>policy operates effectively<br>(Head of Legal) | % of level 2<br>corporate<br>complaints<br>responded to<br>within 15 days or<br>agreed date             | 100%            | –           | New<br>PI | 71%   | –     | Between April 2010 and<br>February 2011, 37 complaints<br>have been received of which 35<br>completed. There were 25<br>completed within target or as<br>agreed with the complainant.<br>There is an average of 5 days<br>over target per complaint. | This has been<br>replaced as level 2<br>complaints are too<br>complex for a 15 day<br>period.                |
| Corporate<br>Improvement<br>Plan 09/12 | Lead and support services<br>in the customer focus<br>agenda<br>(Head of Business<br>Transformation)   | % of targeted self<br>service processes/<br>transactions<br>delivered online<br>for Council<br>Services | 100%            | –           | 100%      | 100%  | ➔     | We have met our initial target of<br>the Environment Services online<br>processes.   | This has been<br>replaced with the<br>next phase of<br>authenticated self<br>service transactions.           |
| Council HR<br>Strategy                 | Support people within<br>employability groups to<br>get into work<br>(Head of HR)  | No. of employees<br>employed on<br>work placements<br>or in training<br>placements                      | –               | –           | New<br>PI | 73    | –     | We currently have 73<br>placements within the Council.<br>Financial constraints are<br>reducing the number of<br>apprentice placements being<br>offered by Services.   | This PI has been<br>replaced as it<br>included the Future<br>Jobs Fund and this<br>has been<br>discontinued. |

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

# Further Information

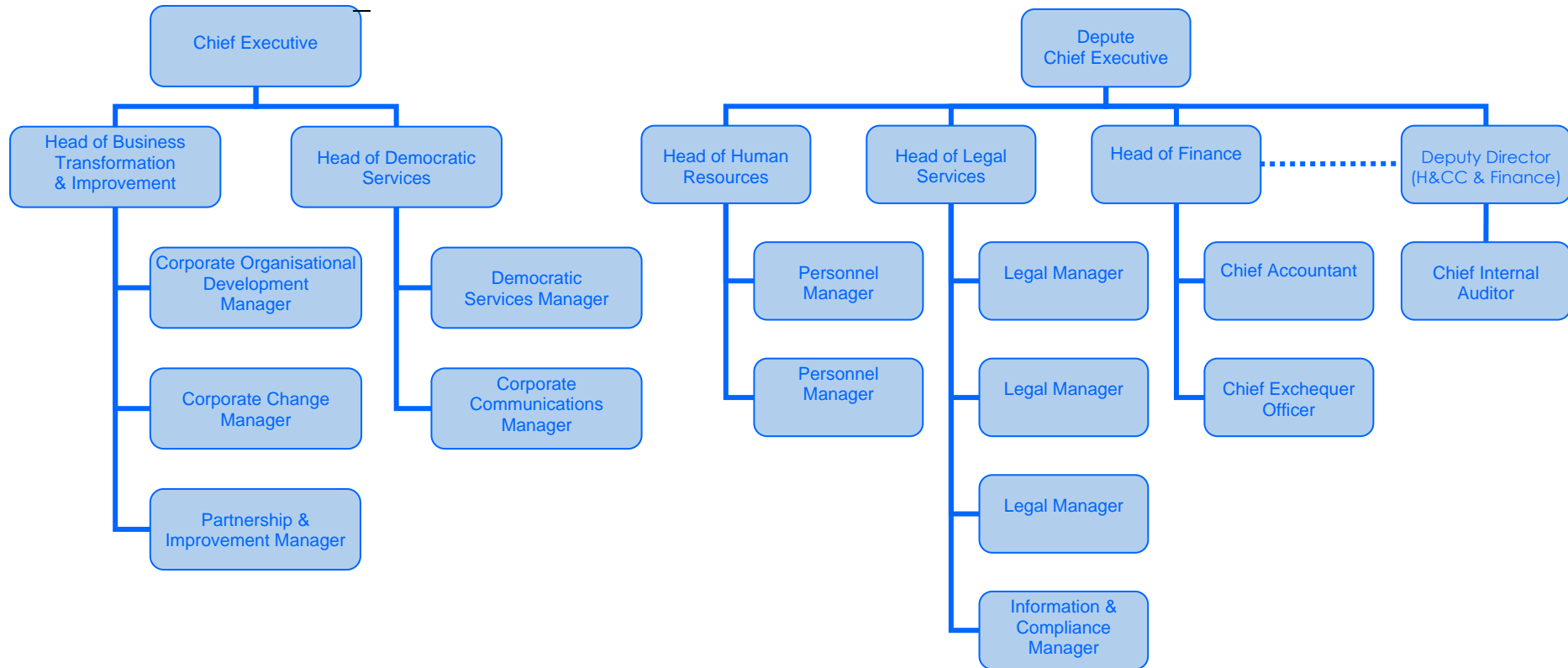
A number of Team Plans which complement and expand the information provided in the Action Plan and Improvement Plan are also available. For further information on these Team Plans please contact the individuals listed below:

## Service Team Plans

|   | <b>Contact</b>    | <b>Telephone</b> | <b>Email</b>   |
|---|-------------------|------------------|--|
| Business Transformation and Improvement | Tina Yule         | 475002           | <a href="mailto:TYule@pkc.gov.uk">TYule@pkc.gov.uk</a>             |
| Democratic Services                     | Gillian Taylor    | 475135           | <a href="mailto:GATaylor@pkc.gov.uk">GATaylor@pkc.gov.uk</a>       |
| Finance                                 | Stewart Mackenzie | 475531           | <a href="mailto:SMackenzie@pkc.gov.uk">SMackenzie@pkc.gov.uk</a>   |
| Human Resources                         | Hugh Mackenzie    | 475402           | <a href="mailto:HLMackenzie@pkc.gov.uk">HLMackenzie@pkc.gov.uk</a> |
| Legal                                   | Ian Innes         | 475503           | <a href="mailto:IInnes@pkc.gov.uk">IInnes@pkc.gov.uk</a>           |

For any other information in relation to the Chief Executive's Service BMIP please contact Louisa Dott, Strategic Planning and Improvement Officer, Ext 75070, Email [LJDott@pkc.gov.uk](mailto:LJDott@pkc.gov.uk)

# Appendix 1 Service Organisational Chart



# Appendix 2 Employee Survey Results

| Question  | Response                   | Pilot 1 % | Pilot 2 % | 2009 % | 2010 % | Change    |
|---|----------------------------|-----------|-----------|--------|--------|-----------|
| 1. I am clear what is expected of me at work.                                   | Agree                      | 92.3      | 92.2      | 93.9   | 87.9   | ↓<br>6.0% |
|   | Neither agree nor disagree | 7.7       | 6.3       | 4.1    | 7.3    |           |
|   | Disagree                   | 0         | 1.6       | 2.0    | 4.9    |           |
| 2. I am treated fairly at work.   | Agree                      | 84.6      | 85.9      | 81.7   | 82.5   | ↑<br>0.8% |
|   | Neither agree nor disagree | 15.4      | 9.4       | 16.3   | 8.3    |           |
|   | Disagree                   | 0         | 4.7       | 0      | 9.3    |           |
| 3. There is a good fit between the job I do and my skills and abilities.        | Agree                      | 83.1      | 89.1      | 81.6   | 76.1   | ↓<br>5.5% |
|   | Neither agree nor disagree | 10.8      | 6.3       | 6.1    | 13.6   |           |
|   | Disagree                   | 6.2       | 4.7       | 2.0    | 1.0    |           |
| 4. I have the right tools, equipment and information to do my work effectively. | Agree                      | 87.7      | 86.0      | 81.7   | 81.6   | ↓<br>0.1% |
|   | Neither agree nor disagree | 7.7       | 10.9      | 8.2    | 11.2   |           |
|   | Disagree                   | 4.6       | 3.1       | 8.2    | 7.3    |           |
| 5. My role provides me with a daily opportunity to use my strengths.            | Agree                      | 70.7      | 76.6      | 75.5   | 69.4   | ↓<br>6.1% |
|   | Neither agree nor disagree | 23.1      | 15.6      | 16.3   | 18.0   |           |
|   | Disagree                   | 6.2       | 6.3       | 8.2    | 12.6   |           |
| 6. I receive regular recognition and praise on my performance at work.          | Agree                      | 48.4      | 65.5      | 59.2   | 56.3   | ↓<br>2.9% |
|   | Neither agree nor disagree | 26.6      | 20.3      | 20.4   | 26.2   |           |
|   | Disagree                   | 25.0      | 14.1      | 20.4   | 17.5   |           |
| 7. At work my development is encouraged and supported.                          | Agree                      | 47.7      | 54.7      | 53.0   | 59.2   | ↑<br>6.2% |
|   | Neither agree nor disagree | 40.0      | 34.4      | 32.7   | 23.3   |           |
|   | Disagree                   | 12.3      | 9.4       | 14.3   | 17.5   |           |
| 8. I am treated as an individual.   | Agree                      | 78.5      | 79.7      | 73.5   | 83.5   | ↑<br>10%  |
|   | Neither agree nor disagree | 16.9      | 10.9      | 18.4   | 9.2    |           |
|   | Disagree                   | 4.6       | 9.4       | 6.1    | 7.3    |           |
| 9. At work my views and opinions seem to count.                                 | Agree                      | 63.1      | 62.5      | 65.3   | 65.5   | ↑<br>0.2% |
|   | Neither agree nor disagree | 27.7      | 23.4      | 22.4   | 20.7   |           |
|   | Disagree                   | 9.2       | 12.5      | 12.2   | 13.8   |           |
| 10. My team has a good team spirit.   | Agree                      | 76.9      | 76.6      | 75.5   | 65.8   | ↓<br>9.7% |
|   | Neither agree nor disagree | 9.2       | 12.5      | 12.2   | 17.1   |           |
|   | Disagree                   | 13.9      | 11.0      | 12.3   | 17.1   |           |
| 11. The people I work with are committed to doing their best.                   | Agree                      | 93.6      | 93.8      | 91.9   | 87.4   | ↓<br>4.5% |
|   | Neither agree nor disagree | 6.5       | 4.7       | 8.2    | 9.2    |           |

| Question  | Response                   | Pilot 1 % | Pilot 2 % | 2009 % | 2010 % | Change                          |
|---|----------------------------|-----------|-----------|--------|--------|---------------------------------|
|   | Disagree                   | 0         | 1.6       | 0      | 3.4    |                                 |
| 12. I know how my job contributes to the Council's objectives.  | Agree                      | 86.1      | 75.0      | 83.7   | 83.0   | ↓<br>0.7%                       |
|   | Neither agree nor disagree | 10.8      | 18.8      | 14.3   | 13.1   |                                 |
|   | Disagree                   | 3.1       | 6.3       | 0      | 3.9    |                                 |
| 13. I am given the freedom to solve problems.   | Agree                      | 68.8      | 73.5      | 67.4   | 79.7   | ↑<br>12.3%                      |
|   | Neither agree nor disagree | 20.3      | 20.3      | 30.6   | 13.6   |                                 |
|   | Disagree                   | 10.9      | 6.3       | 2.0    | 6.8    |                                 |
| 14. My team are passionate about delivering excellent customer service.                               | Agree                      | 89.2      | 90.6      | 89.8   | 84.5   | ↓<br>5.3%                       |
|   | Neither agree nor disagree | 10.8      | 9.4       | 10.2   | 12.1   |                                 |
|   | Disagree                   | 0         | 0         | 0      | 3.4    |                                 |
| 15. Any problems that could stop me giving the best customer service are dealt with.                  | Agree                      | 49.3      | 65.6      | 63.2   | 65.9   | ↑<br>2.7%                       |
|   | Neither agree nor disagree | 38.5      | 31.3      | 22.4   | 22.9   |                                 |
|   | Disagree                   | 12.3      | 3.1       | 14.3   | 11.3   |                                 |
| 16. I have sufficient opportunities to raise issues with my manager about change at work.             | Agree                      | N/A       |           | 77.6   | 83.0   | ↑<br>5.4%                       |
|   | Neither agree nor disagree | N/A       |           | 16.3   | 8.7    |                                 |
|   | Disagree                   | N/A       |           | 6.1    | 7.2    |                                 |
| 17. I have a manageable workload.   | Agree                      | N/A       |           | 67.4   | 71.4   | ↑<br>4.0%                       |
|   | Neither agree nor disagree | N/A       |           | 22.4   | 13.6   |                                 |
|   | Disagree                   | N/A       |           | 10.2   | 15.0   |                                 |
| 18A. I have received information from my manager about the financial challenges facing the Council.   | Agree                      | N/A       |           |        | 86.9   | ↑<br>15.0%<br>on PKC<br>Average |
|   | Neither agree nor disagree | N/A       |           |        | 5.8    |                                 |
|   | Disagree                   | N/A       |           |        | 7.2    |                                 |
| 18B. I have been given the opportunity to identify where costs may be reduced in my area of activity. | Agree                      | N/A       |           |        | 64.3   | ↑<br>18.3%<br>on PKC<br>Average |
|   | Neither agree nor disagree | N/A       |           |        | 24.3   |                                 |
|   | Disagree                   | N/A       |           |        | 21.4   |                                 |

Percentages may not add up to 100% as some respondents may not have answered the question, or due to rounding of figures