



CORPORATE & DEMOCRATIC SERVICES

Business Management & Improvement Plan 2018-21

reviewed and updated March 2019

INTRODUCTION

The Council, together with Community Planning Partners, has set out a clear vision with five defined strategic outcomes for the delivery of public services which better meet the needs of our communities, tackles inequalities and delivers best value. Corporate and Democratic Services (CDS) work with and support elected members, senior managers, other council services, partners, the private and third sector and with our communities to make sure that, across Perth and Kinross we are doing the right things to:-

- give every child the best start in life
- develop educated, responsible and informed citizens
- promote a prosperous, inclusive and sustainable economy
- support people to lead independent, healthy and active lives
- create a safe and sustainable place for future generations

Through the provision of high quality professional and technical advice and expertise we support the organisation to make the best informed, risk based decisions and to develop and equip our workforce with the skills needed to design and deliver sustainable public services now and in the future. We provide the core services which maintain the Council's governance framework and make sure that we have an effective system of internal control.

CDS also commission £10M of front-line culture and sport services annually and deliver community learning and development services across Perth and Kinross as well as providing a small number of direct services to the public.

CONTEXT

The public sector landscape has become increasingly complex. As a council we are operating against a backdrop of significant financial constraint, increasing demand for services and unprecedented levels of scrutiny and regulation. We are also working to an ambitious government agenda which seeks to reform public service delivery with a focus on partnership, collaboration and more locality based decision-making, planning and delivery through community engagement and empowerment.

This dynamic and challenging environment means that Councils and other public bodies have to rethink how they do business. We need to move away from the traditional idea of local government being in a position of control through the direct provision of services, to one of influence focussing on service delivery through partnership and collaboration with other partners, agencies, private and third sector and our communities. Councils must be creative, entrepreneurial and more accepting of risk in order to redesign our services to better meet the needs of our communities, achieve best value and ensure long term sustainability.

CDS are key enablers of change and innovation; our skills and expertise are needed to create the right conditions within the Council to help it to develop the right culture, mind-set, capability and capacity to be able adapt, evolve and transform. We look forward to playing our vital role helping our communities to live life well; supporting and enabling the Council to work together with them, our partners and other stakeholders, to co-create the Perth and Kinross Offer.

WHO WE ARE

Within CDS we have teams who deal with the following functions:-

Civic and Members' Services	Finance
Corporate Communications & Design	Freedom of Information
Corporate Complaints	Human Resources
Corporate Performance	Information Technology (IT)
Corporate Procurement	Information Security
Corporate Risk Management	Internal Audit
Commissioning sport and culture services	Legal
Community Learning and Development	Licensing
Community Planning and Empowerment	Organisational Development
Customer Service Centre	Payroll
Data Protection	Registrars Service
Democratic Services	Revenues & Benefits
Election Management	Welfare Rights

OUR PRINCIPLES

We believe that:-

- ❖ **Change is inevitable and necessary** - our public services need to evolve to better meet the changing needs of our communities
- ❖ **People are our greatest asset** - we must continue to prepare and equip our employees with the necessary skills for the future world of work, develop a growth mind-set and build a healthy and resilient workforce
- ❖ **Diminishing resources require to be managed more closely** -the current climate of financial constraint and increasing demand for services requires excellent financial stewardship and workforce development and management in order to optimise outcomes within our existing resources
- ❖ **Risk can be a good thing** - as an organisation, we need to be more risk aware in order to exploit opportunities for improvement and efficiencies and support innovation
- ❖ **The future is digital** - digital technologies create the potential for new organisation wide business operating models which can radically transform the way that we do business.
- ❖ **Communication is key** - the quality of our engagement and communication with our stakeholders will determine the pace of progress and will be a determining factor in our ability to change and transform our services
- ❖ **We need to work together** - partnership and collaboration with other public bodies, the private sector, the third sector and our communities present opportunities to make better and more efficient use of our respective workforce, property, infrastructure and information assets

WHAT WE DO

CDS work together to provide high quality professional and technical leadership, expertise, knowledge and skills across a number of disciplines to support the Council to make the best informed, risk based decisions and deliver sustainable outcomes for the citizens of Perth and Kinross. As corporate services, our core business is the delivery of an effective governance framework encompassing our organisational culture, values, resources, controls, systems, structures, policies, procedures and processes; all of which are designed to ensure that Council does the right things for the right people, at the right time and in the right way. Our governance framework is built around the following key elements of good governance:-

Leadership, Culture & Values	Vision Direction & Purpose	Stakeholder Engagement
People and Organisational Development		
Decision Making	Internal Control	Scrutiny & Accountability

We work together

- to make sure that each element is robust; continually developing and reviewing our framework to create and maintain the right conditions for the Council to make the best possible that it can within resources
- to create the best possible culture and environment for our people to learn, evolve grow; and for our services to improve and deliver best value
- to support our elected members in fulfilling their respective roles and responsibilities as ward representatives, collective members of the Council and the Council's representatives on external boards and committees
- provide comprehensive professional and technical leadership, advice and expertise to support the Council to make the best use of its corporate assets; its people, finance, information, property and infrastructure
- to make sure that we comply with all legislative and regulatory controls
- to help the Council better engage with its communities so that we understand their needs and aspirations better and can design and deliver the right services for them
- to make sure that the Council is open and that people can scrutinise our decisions and performance and hold us to account
- to create the systems, structures, policies, processes to enable the Council to work better together with partners, communities and other stakeholders to deliver sustainable public services for the people of Perth and Kinross

Like most corporate services, the contribution which CDS make to frontline service delivery is often unseen. Our input, whilst vital, is not always visible. The behind the scenes role that our services play in making things happen should not be underestimated however and neither should the potential organisational risks that flow from inadequate, inaccurate or insufficient access to professional and technical advice. We also provide a number of front-facing services; Customer Service Centre, Registrars Service, Licensing, Revenues & Benefits, Corporate Procurement, Welfare Rights, Corporate Complaints and Information Governance which enable us to connect directly with our communities and make a difference to their lives.

WHAT WE DO TOGETHER TO PROMOTE GOOD GOVERNANCE

Corporate & Democratic Services collectively provide the core expertise and leadership in public policy, culture and sports strategy, community empowerment, finance, legal, HR, communications, organisational development, change management and transformation, internal audit, procurement, information management and IT to make sure the Council delivers excellent public services which drive better outcomes for the communities of Perth and Kinross. As a team we work together to:-

- support the democratic process including key Community Planning and Community Empowerment mechanisms
- ensure legal and regulatory compliance, openness, effective scrutiny and accountability in respect of the Council's decision-making and performance
- build our leadership, skills, knowledge and capacity to effectively and efficiently manage our business
- promote an organisational culture of learning, innovation, high performance, wellbeing and strong ethical values
- support the Council to redesign public services and to identify new and innovative models of delivery which better meet the needs of our communities
- develop and maintain the Council governance framework and system of internal control to ensure that they are robust and aligned to the delivery of our strategic outcomes
- Commission culture and sport services from our Arms-Length External Organisations with a combined contract value of £10 million pa
- oversee the strategic management of our corporate resources being our people, finances, ICT and digital infrastructure and information assets, to achieve best value in the delivery of our public services
- facilitate and support effective engagement and communication with our communities to plan, deliver and monitor public services which are tailored to local priorities and need
- support other Services to work effectively in partnership and to collaborate with communities, other public sector organisations, the private and third sector to deliver best value
- make the Council accessible to its customers, promoting fairness and equalities
- develop new ways of delivering public services through better use and development of new technologies

WHAT WE DO TOGETHER TO PROVIDE DIRECT SUPPORT TO OUR COMMUNITIES

- ❖ through the Customer Service Centre we provide the first point of contact with the Council for thousands of people, ensuring that they can access the advice and support that they require
- ❖ the Registrars service deals directly with people at the most emotional of times, births, marriages, civil partnerships and bereavement, offering not only the statutory service, but often providing comfort and support to people at the most difficult and stressful times
- ❖ we provide the regulatory framework for licenced activities including pubs, clubs, taxis/ private hire vehicles and drivers, street traders, small and large scale public events to ensure the health, safety and wellbeing of the public
- ❖ through our Revenues & Benefits Service we administer council tax and housing benefits and provide an excellent welfare rights service which provides support and representation to those in our community experiencing financial hardship
- ❖ through our Stronger Communities teams we work to increase community participation in how public services are planned, delivered and monitored across Perth and Kinross
- ❖ our procurement service regulates our contracts and commissioning, where possible contracting with local businesses to bolster the Perth and Kinross economy
- ❖ our Financial Assessment and Charging Team provides advice and support to individuals and families who require adult care services, ensuring that their income is maximised to help reduce the impact and manage the cost of care
- ❖ through the development of the MyPKC customer portal the IT service has made the requesting of certain routine services and the reporting of incidents or concerns, quicker and easier
- ❖ our Information Governance Team manage requests from individuals for public information under the freedom of information legislation and requests to access their personal information under the data protection legislation
- ❖ we administer the Corporate Complaints process, ensuring that concerns raised by individuals are investigated appropriately and responded to within a reasonable timescale
- ❖ through our commissioning arrangements we provide sports, leisure, cultural and library services across the Perth and Kinross area.

WHAT WE DID WELL TOGETHER TO PROMOTE GOOD GOVERNANCE IN 2018/19

Working together we:

- ❖ demonstrated exceptional financial stewardship in managing the Council's £350M (net) revenue budget and managing the Council's £600M capital budget and setting 10 Year Capital Programme to 2028
- ❖ exceeded expectation and targets in relation the collection of Council Tax and Non-Domestic Rates, generating £160M income for the Council, at a lower cost in comparison to many other Councils.
- ❖ co-designed, with staff and trade unions, a new Health and Wellbeing Framework to further promote the wellbeing of our people
- ❖ gained Public Service Network and Cyber Essentials accreditations to ensure that our information assets are secure and can withstand cyber attack
- ❖ promoted diversity and inclusion through numerous events and established a staff LGBT+ Network
- ❖ continue to build organisational resilience through the Implementation of our new Corporate Workforce Plan- Developing Talent
- ❖ reviewed our governance to support a more comprehensive and cohesive approach to our change and investment activities across the organisation
- ❖ completed an Equal Pay Audit and reviewed the Council's pay/grading structure to ensure it remains sustainable, compliant and fit for purpose
- ❖ are piloting a new Employer Accreditation Scheme for Equally Safe which tackles gender based violence in the workplace.
- ❖ supported more effective joint working and better integration of health and social care services by developing a Joint Working Agreement.
- ❖ provided E-learning opportunities in a variety of subjects including data protection, equalities, health, safety & wellbeing and child/adult protection with 53,049 modules completed
- ❖ held 45 digital skills events which were attended by 320 staff
- ❖ implemented our revised risk management strategy to reassess all of our strategic, operational and programme/project risks to better support the organisations to make the right decisions
- ❖ obtained the highest performance band (F1) assessment by Scotland Excel for our procurement activity
- ❖ managed our print commissioning to reduce costs by 50% (£180k)
- ❖ promoted "paper-lite" culture through our Corporate Digital Platform (CDP) programme resulting in a significant reduction in document storage costs and almost a 50% reduction in our mail costs
- ❖ helped to deliver significant savings in respect of foster care placements (£764k to date) through our innovative foster care recruitment campaign
- ❖ engaged 2,088 learners across the organisation in 79 subject topics at zero cost and delivered 111 hours of 1-1 coaching
- ❖ processed 60,000 calls through the IT helpdesk calls and resolved over 70% of queries/issues at first point of contact
- ❖ we became the top performing local authority for the range of LGBT History Month activities and events.

Did you know

- 3.3 million emails were sent and received by the Council in 2018/19?
- our security systems stopped 1.95M emails and neutralised 295 viruses?

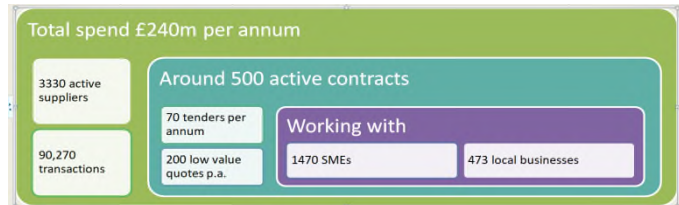
Did you know... that our CDP programme has been short listed for a national award?

WHAT WE DID WELL TOGETHER FOR OUR COMMUNITIES in 2018/19

Working together we:

- ❖ dispersed £549k for community led projects through our Community Investment Fund
- ❖ issued 2948 licences to ensure that taxis, licensed premises and public events are regulated to ensure the safety and wellbeing of the public

- ❖ implemented our procurement strategy to support local businesses and small / medium sized enterprises



- ❖ generated almost £6M for our customers and local economy through the advice and interventions of our Welfare Rights Team
- ❖ registered 3913 births, deaths, marriages and civil partnerships with between 99-100% accuracy rate overall
- ❖ now have 25,000 customers using MyPKC and we processed 60,000 transactions through the portal, meeting our 10% channel shift target
- ❖ obtained 35 court orders to protect children and vulnerable adults from significant harm made 19 applications for children to be legally secured with long term or adoptive families
- ❖ supported the delivery of the A9/A85 junction improvement and link road we managed £10M of commissioned sport and cultural services delivered by Live Active Leisure, Culture Perth & Kinross and Horsecross Arts Ltd
- ❖ increased our cohort of foster carers with and innovative multimedia campaign
- ❖ processed 1758 requests by people to access information held by the Council
- ❖ supported community councils, local action partnerships and the wider community to increase participation in how services are delivered
- ❖ processed 65,545 invoices to individuals and suppliers totalling £294,9063,983
- ❖ managed and developed the Modern Apprenticeship and Graduate Programmes to equip young people with skills and qualifications for work
- ❖ implemented new mobile working and scheduling solutions to 11 field based teams, delivering 20,000 visits, and improving the ways we deliver services to customers
- ❖ dealt with 1656 media and 753 social media enquiries and issued 414 proactive press releases to keep our communities informed

Did you know that our customer service centre

- helped 257,600 people by telephone
- helped 40,000 people face to face
- processed 37,000 transaction through the cash office?

Did you know.....

that our Welfare Rights Team is fully accredited to the highest level at Type III to the Scottish National Standards for Information & Advice Providers enabling them to represent people at court and tribunal regarding benefits claims?

- ❖ provided a holistic welfare advice service to people in financial hardship and won 75% of benefits appeals resulting in DWP decisions being overturned in favour of the claimant

WHAT WE WANT TO DO BETTER

Corporate & Democratic Services will continue to support the Council to make the best decisions that it can, with the resources that it has, in order to deliver the services that the people of Perth and Kinross need. We will work to improve our performance in respect of all of the front-line services that we provide directly to our communities, making sure that we are as efficient and effective as we can be.

We will work together to:

- ❖ develop our workforce to make sure that we have the right people with the right skills, doing the right things at the right time, to meet the changing needs of our communities. In particular we will;-
 - continue to develop and implement our Corporate Workforce Plan
 - review our policies and procedures as regards wellbeing, attendance, training and development to make sure that these help us to build capacity and resilience within our workforce and boost productivity
 - mainstream our employment equalities work to ensure we continue to meet our statutory requirements, sharpen our focus on Fair Work and promote equality and inclusion
 - design and deliver a leadership programme which will give us the necessary knowledge, skills and organisational mind-set to adapt and innovate
 - make best use of our information, analysing our data to anticipate service demand and to help redesign services and upskill our workforce to meet that demand
- ❖ engage with our communities and involve them in the redesign of our public services so that we can continue to do the right things, in the right way as needs change, demand increases and resources shrink. In particular we will;-
 - rethink how we communicate with all of our stakeholders and make sure that our communications strategy and structures are fit for purpose
 - engage with our communities, staff, partners, and other stakeholders to define and co-create the Perth & Kinross Offer
 - find better ways to work with our communities and Local Action Partnerships (LAPs) to implement the recommendations of *What Works Scotland*
 - support LAPs to meet the national target of 1% of Council spend to be determined through Community Choices/Participatory Budgeting
 - implement our Community Learning & Development Plan
- ❖ maximise the use of new technology to deliver services in a way that better suits our digital world. In particular we will;-
 - develop our digital leadership to create the right organisational culture and develop the right skillset across the organisation to be confident and able to more fully exploit the opportunities that new technologies present

APPENDIX 2

- demonstrate the value of IT as a key enabler of change, collaboration and innovation
 - further develop and implement our Corporate Data Management plan to make the most of our information as a business asset
 - review our data sharing arrangements with external partners and other agencies to ensure that they are data protection compliant and better support partnership working and collaboration
 - achieve Cyber Essential Plus and maintain Public Services Network (PSN) accreditation to secure our information assets and protect them from attack
- ❖ strengthen the sport, leisure and cultural tourism offer of Perth and Kinross. In particular we will;-
- review our current service models to ensure they can deliver an improved cultural offer and achieve best value
 - deliver the cultural transformation programme including City Hall
 - work with Live Active Leisure to realise the redevelopment of the Perth Leisure Pool site
 - review our contract with Live Active Leisure to ensure future sport and physical activity services fit with local priorities and meet our communities needs
- ❖ make sure that our governance framework provides the necessary controls and created the right conditions to support the organisation to be customer focussed, compliant and collaborative; entrepreneurial, efficient and effective. In particular we will;-
- review our corporate governance structure to make sure that it is robust and fit for purpose in a complex and changing public sector landscape
 - support the Council to achieve CIPFA's Governance Mark of Excellence
 - review our performance management framework and invest in a system that can make the best use of our business management information
 - further refine the governance arrangements to provide greater transparency, scrutiny and accountability in respect of our arm's length and partnership arrangements
 - review the governance of the Community Planning Partnership Board to better support it can deliver the Local Outcomes Improvement Plan

HOW WILL YOU KNOW THAT WE ARE DELIVERING?

Internal monitoring and reporting arrangements

Our action plan for 2019-21 is attached at Appendix 1. Progress will monitored by the C&DS Senior Management and any emerging risks will be reflected in the service risk register.

Public performance reporting

An annual report on performance will be submitted to the Council's Scrutiny Committee and available to the public

WANT TO KNOW MORE?

Other relevant documents

- ❖ Procurement Strategy
- ❖ Communications Plan
- ❖ Digital Strategy
- ❖ Community Learning & Development Plan
- ❖ Corporate Workforce Plan
 - [Covering Report for the Corporate Workforce Plan SP&R Feb 2018 Report No 18/69](#)
 - [Developing Talent - Corporate Workforce Plan 2018 - 2021](#)
- ❖ Annual Report 2018 on the Corporate Workforce Plan
 - [Covering Report for Annual Workforce Report to Council 19 December 2018 Report No 18/418](#)
 - [Annual Workforce Report December 2018](#)
 - [Employee Engagement Survey Results 2018](#)
 - [Background Info and Case Studies for Annual Workforce Report 2018](#)
- ❖ New Health & Wellbeing Framework
 - [Covering Report for the new Health & Wellbeing Framework Report No 19/115](#)
 - [Health & Wellbeing Framework 2019](#)

