

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 12 SEPTEMBER 2011**  
**REPORT ON: SUPPORT SERVICES DEPARTMENT SERVICE PLAN REVIEW**  
**REPORT BY: DEPUTE CHIEF EXECUTIVE (SUPPORT SERVICES)**  
**REPORT NO: 385-2011**

## **1. PURPOSE OF REPORT**

This report reviews the performance of the Support Services Department in relation to its Service Plan 2010/2012.

## **2. RECOMMENDATIONS**

The Committee is recommended to:-

- 2.1 approve the contents of the Support Services Department Service Plan Review and instruct the Depute Chief Executive (Support Services) to continue to seek improvement on the level of performance.

## **3. FINANCIAL IMPLICATIONS**

All actions are within the Department's approved budget.

## **4. MAIN TEXT**

- 4.1 The Department has made improvements or sustained a target level in the following priority performance indicators:-

- All General Services Indicators
- All Office Services Indicators with the exception of average call queuing time - telephone switchboard;
- All Committee Services Indicators;
- All Archives Indicators, Notices of Proceedings and Outstanding Accounts Processed;
- All Tayside Scientific Services Indicators;
- All Architectural Services Indicators

The following indicators have shown a declining trend and will be the subject of detailed performance review in the period ahead:-

- Average call queuing time - telephone switchboard (seconds).

The table below presents the Department's top priority performance indicators:-

### **Key Performance Indicators**

#### **General Services**

Definition	06/07	07/08	08/09	09/10	10/11	Current Target	Bench Mark	Improvement Status
% of electoral registration claims processed within 10 working days of end of each monthly claims period	100	100	100	100	100	100		●
% of licences issued within 21 days	100	100	100	100	100	100		●

#### **Office Services (Customer Services and Registrars)**

Definition	06/07	07/08	08/09	09/10	10/11	Current Target	Bench Mark	Improvement Status
Monthly management accounts produced by target of 26th of month following	100	100	100	100	100	26th		●
Average call handling time - telephone switchboard (seconds)	16	22	24	22	19	25		▲
Average call queuing time - telephone switchboard (seconds)	1	1	1	1	7	12		▼
Average call waiting time (seconds)	-	27	29	31	31	30		●
% of calls answered	-	-	77	82	84	75		▲
Internal monthly estimate of registration error rate (% errors)	-	2	2	1	1	4		●

#### **Legal Services**

Definition	06/07	07/08	08/09	09/10	10/11	Current Target	Bench Mark	Improvement Status
% of records produced for inspection by Archives within target of one day	100	100	100	100	100	100		●
% of requests to Archives responded within target of 10 working days	97	97	95	97	98	95		▲
Time taken from request until legal records available for inspection (number of working days)	1	1	1	1	1	1		●
% of Notices of Proceedings issued within target of 3 working days	100	100	100	100	100	100		●
% of outstanding accounts processed within target of 10 working days	100	100	100	100	100	100		●
Council House Sales - number of working days to issue offer	4	3	5	2	3	5		▼

Definition	06/07	07/08	08/09	09/10	10/11	Current Target	Bench Mark	Improvement Status
Council House Sales - number of working days to complete sale (non-DCC loan)	17	14	14	5	7	14		▼
Number of working days to process sequestration	4	4	6	3	4	10		▼

### **Committee Services**

Definition	06/07	07/08	08/09	09/10	10/11	Current Target	Bench Mark	Improvement Status
% of agendas issued within statutory timescales	100	100	100	100	100	100		●
% of customers satisfied or better with content of agendas and minutes	-	-	99	100	98	95		●

### **Architectural Services**

Definition	06/07	07/08	08/09	09/10	10/11	Current Target	Bench Mark	Improvement Status
% of new project numbers for Architectural Services which are recorded at the end of each week and copied to relevant departments	-	-	100	100	100	100		●

### **Tayside Scientific Services**

Definition	06/07	07/08	08/09	09/10	10/11	Current Target	Bench Mark	Improvement Status
% of priority sample reports issued within target turnaround times	-	-	-	-	95	85		■
% performance in external proficiency test schemes	-	-	-	-	96	95		■

Status Yearly and Long Term Trend: ▲ = >5% improvement, ● = maintained, ▼ = >-5% deterioration, ■ = no applicable comparison

#### 4.2 The Department's key achievements during the year were:-

The Legal Division have:-

- secured the site for Dundee House, the new Council headquarters in North Lindsay Street;
- assisted with the land assembly for the Waterfront Development;
- begun work on the legal aspects of the V & A at Dundee Project;
- assisted with the creation of Scotland's first major Scottish Charitable Incorporated Organisation for leisure and cultural facilities called Leisure and Culture Dundee.

The Administration Division have:-

- developed a first class customer services operation to provide a 'one stop shop' service in Dundee House.

The General Services Division have:-

- successfully migrated to a new electoral registration and election management system;
- completed the renewals process for over 2,500 licences;
- begun work on the statutory over-provision statement for liquor licences;
- increased the number of eligible electors on the Electoral Register every year from 2008 to date.

Tayside Scientific Services Division have:-

- continued to expand the scope of services offered in both chemical and microbiological testing;
- invested in DNA-based technology to enable expansion into new areas of good authenticity and pathogen testing;
- participated in Food Standards Agency (FSA) surveys to provide additional intelligence and inform FSA policy relating to certain microbiological risks associated with specific foods;
- participated in review of Scientific Services for Scotland - project led by the Improvement Service.

The Architectural Services Division have:-

- provided liaison and co-ordination services in the completion of Dundee House and with particular regard to the space planning and furniture procurement;
- have progressed with the construction phase of two of the new primary schools at Whitfield and West End;
- have continued to provide multi-disciplinary support to the design and development of the Harris Academy proposals;
- have commenced the construction phase of the Olympia replacement project, together with the new Allan Street Multi-storey car park.

4.3 The Department will carry out self-assessment using the Public Sector Improvement Framework. This will identify strengths and areas for improvement. The priority areas for improvement will be added as actions in the Service Plan. It should be noted that, under the Changing For The Future agenda, Architectural Services Division are to be amalgamated with City Development and will not therefore be included in further improvement proposals under the Support Services Plan.

4.4 Appendix 1 sets out the Department's Service Plan with the most up-to-date performance indicators and an update on each of the actions included in the Service Plan.

## 5. POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty and Risk Management. There are no issues in this regard to report on.

**6. CONSULTATION**

The Chief Executive and Director of Finance have been consulted in the preparation of this report.

**7. BACKGROUND PAPERS**

None.

Patricia McIlquham  
Depute Chief Executive (Support Services)





Date: 10 August 2011

**APPENDIX 1**

**SUPPORT SERVICES DEPARTMENT**  
**PERFORMANCE REVIEW BY OBJECTIVE**











**Objective: Comply with statutory timescales for Committees**

**Indicators:**

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of agendas issued within statutory timescales	<b>03/10 - 100</b> <b>03/09 - 100</b>	<b>03/11 - 100</b>					
% of minutes completed by target date for production of Council volume	<b>03/10 - 100</b> <b>03/09 - 100</b>	<b>03/11 - 100</b>					





**Objective: Corporate Customer Service Team will become a centre of excellence in meeting the Council's Customer Service Standards and provide a quality customer care service**

**Indicators:**









	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of calls answered	<b>04/11 - 83</b> <b>03/11 - 89</b> <b>02/11 - 88</b> <b>01/11 - 78</b>	<b>05/11 - 85</b>					
% of customers satisfied or better with service from Customer Services Team	<b>None</b>	<b>03/11 - 0</b>					
% of services accessible via Customer Services Team	<b>03/10 - 26</b> <b>03/09 - 26</b> <b>03/08 - 26</b>	<b>03/11 - 44</b>					
% of staff trained in customer service skills	<b>03/10 - 100</b> <b>03/09 - 100</b> <b>03/08 - 100</b> <b>03/07 - 100</b>	<b>03/11 - 100</b>					
Average call waiting time (seconds)	<b>04/11 - 34</b> <b>03/11 - 28</b> <b>02/11 - 27</b> <b>01/11 - 28</b>	<b>05/11 - 32</b>					

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
Number of calls abandoned	03/10 - 3,850 03/09 - 3,948	03/11 - 5,342	▼	▼			Major snowfall and taking on Pest Control has meant a high volume of calls over the 12 months  <b>Remedial Action:</b>  More effective cover the busy periods
Number of calls abandoned after comfort message	<b>03/10 - 2,345</b> <b>03/09 - 2,956</b>	<b>03/11 - 2,651</b>	▼	●			Snow and new phone services have contributed to this high figure  <b>Remedial Action:</b>  More cover at seasonal busy periods.
Number of calls answered after comfort message	<b>03/10 - 19,179</b> <b>03/09 - 18,888</b>	<b>03/11 - 19,187</b>	●	●			
Number of calls offered	<b>03/10 - 37,102</b> <b>03/09 - 39,003</b>	<b>03/11 - 42,436</b>	▲	▲			
Number of complaints regarding Customer Services Team	<b>03/10 - 0</b> <b>03/09 - 0</b>	<b>03/11 - 0</b>	●	●			
Number of services accessible via two or more channels	<b>03/10 - 26</b> <b>03/09 - 26</b> <b>03/08 - 26</b>	<b>03/11 - 44</b>	▲	▲			
Numbers of calls answered	<b>03/10 - 30,572</b> <b>03/09 - 32,520</b>	<b>03/11 - 34,947</b>	▲	▲			



**Objective: Customer satisfaction levels with Committee Services****Indicators:**

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of customers satisfied or better with content of agendas and minutes	<b>03/10 - 99 03/09 - 97</b>	<b>03/11 - 98</b>					
% of customers satisfied or better with presentation of agendas and minutes	<b>03/10 - 100 03/09 - 99</b>	<b>03/11 - 98</b>					

**Objective: Deliver the Council's capital and minor works programme, ensuring the Authority's property portfolio are constructed to a high quality, are accessible and sustainable****Indicators:**

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	Latest Update (followed by remedial action if declining performance indicated)
Capital and minor works programme - % by which ASD fees are below mean benchmarked with other LAs	<b>None</b>	<b>03/11 - 1</b>					
Capital and minor works programme - % client satisfaction with performance of design, procurement and project administration team	<b>03/10 - 65</b>	<b>03/11 - 75</b>					
Capital and minor works programme - % of projects completed within budget cost	<b>03/10 - 80</b>	<b>03/11 - 89</b>					
Capital and minor works programme - % of projects completed within programme	<b>03/10 - 80</b>	<b>03/11 - 80</b>					





	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
Number of health and safety accidents on sites (capital and minor works programme)	03/10 - 0	03/11 - 0					







#### Action Plan Update:

Description	Owner/Officer	Latest Assessment	Target Date	Status
Collaborate with the client departments and partners (including contractors and suppliers) to achieve financial efficiencies	Rob Pedersen/ John Anderson	<b>31/12/2010</b> Customer first group working to ensure a more accurate and effective client design brief	30/06/2012	On Schedule
Ensure the capital and minor works programmes are designed, procured and administered to meet the needs of the clients	Rob Pedersen/ John Anderson	<b>31/12/2010</b> Pilot underway to provide performance management information relative to projects meeting client needs	30/06/2012	On Schedule
Revise the current procurement selection process, probably by using Framework Agreements following Scottish Government guidance	Rob Pedersen/ Stuart Brown	<b>15/07/2011</b> Revise the current procurement selection process, probably by using Framework Agreements following Scottish Government guidance.	30/04/2011	On Schedule

**Objective:** Deliver the Council's corporate statutory maintenance programme (health and safety contracts) to ensure that property facilities are safe and well maintained

#### Indicators:

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% by which ASD fees for statutory maintenance contracts are below mean cost benchmarked with other LAs using data from RICS/SCALA	None	03/11 - 0					Benchmarking information on fees not yet available from other local authorities, or organisations note fee charging for H&S contracts will cease in 2011

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of properties included in H&S Contracts with full DCC compliance (or equivalent certificate/report) as at March 2011	03/10 - 85	03/11 - 89					A number of Health and safety contracts delayed on instructions of client, pending a review of available budgets and legal liabilities, therefore several compliance certificates lapsed  <b>Remedial Action:</b>  Contracts specified and tendered, pending approval of Council committee
% of statutory maintenance (health and safety) contracts completed within set annual budget	None	03/11 - 79					A number of Health and Safety contracts delayed on instructions of client, pending a review of available budgets and legal liabilities, therefore several contracts now lapsed  <b>Remedial Action:</b>  Contracts specified and tendered, and await approval of committee
Number of health and safety accidents on sites (statutory maintenance contracts)	03/10 - 0	03/11 - 0					Zero accidents recorded











**Action Plan Update:**

Description	Owner/Officer	Latest Assessment	Target Date	Status
Collaborate with clients (including partners, contractors and others) to achieve financial efficiencies	Rob Pedersen/ John Anderson	<b>31/12/2010</b> New contracts being tendered to meet clients revised needs	30/04/2011	On Schedule





Description	Owner/Officer	Latest Assessment	Target Date	Status
Ensure the corporate contracts are developed, procured and administered effectively, all in compliance with legislation and meeting the corporate needs of the organisation	Rob Pedersen/ John Anderson	<b>31/12/2010</b> New contracts being procured at present	30/06/2012	On Schedule
Work collaboratively with others in the organisation to ensure all certificates, reports and relevant data are managed directly through the GVA system	Rob Pedersen/ John Anderson	<b>31/12/2010</b> Working with City Development staff to achieve this objective	30/04/2011	On Schedule

**Objective:** Deliver the Housing Department capital programme, enabling the housing stock to achieve the Scottish Housing Quality Standard by 2015, so that our people live in attractive communities

**Indicators:**

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% by which ASD fees are below similar LAs for Scottish Housing Quality Standard improvement work	<b>None</b>	<b>03/11 - 1</b>					
% of Housing projects completed within budget costs	<b>03/10 - 80</b>	<b>03/11 - 81</b>					
% of Housing projects completed within programme	<b>03/10 - 80</b>	<b>03/11 - 80</b>					
% of client satisfaction on Housing projects with performance of design, procurement and project administration team	<b>03/10 - 65</b>	<b>03/11 - 54</b>					<b>Remedial Action:</b> Performance/quality clusters to discuss.
Number of health safety accidents on Housing sites	<b>03/10 - 0</b>	<b>03/11 - 0</b>					





**Objective: Improve service delivery in Scientific Services****Indicators:**

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of priority sample reports issues within target turnaround times	04/11 - 80 03/11 - 94 02/11 - 85 01/11 - 84	05/11 - 94					Target met
Number of new methods, or scope of existing methods improved, to meet client needs	03/10 - 12 03/09 - 22 03/08 - 12 03/07 - 5	03/11 - 8					Exceeded Target.  <b>Remedial Action:</b>  No remedial action required

**Action Plan Update:**

Description	Owner/Officer	Latest Assessment	Target Date	Status
Participate in review of scientific services for Scotland	Patricia McIlquham/ Jane Couper	<b>10/05/2011</b> A High-Level Options Appraisal will be presented to the Steering group for consideration on 11th May 2011 prior to making a recommendation to SOLACE on the next steps.	31/03/2011	On Schedule
Whole systems project - identify any areas of waste within service	Patricia McIlquham/ Jane Couper	<b>10/05/2011</b> Project overtaken by national review of Scientific Services.	30/03/2011	Abandoned

**Objective: Provide a Best Value Archive Service****Indicators:**

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of records produced for inspection by archives within target of one day	04/11 - 100 03/11 - 100 02/11 - 100 01/11 - 100	05/11 - 100					
% of requests to archives responded within target of 10 working days	04/11 - 99 03/11 - 97 02/11 - 96 01/11 - 100	05/11 - 100					

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
Time taken from request until legal records available for inspection (number of working days)	04/11 - 1 03/11 - 1 02/11 - 1 01/11 - 1	05/11 - 1					



**Objective: Provide a Best Value Legal Service**

**Indicators:**

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of Notices of Proceedings issued within target of 3 working days	04/11 - 100 03/11 - 100 02/11 - 100 01/11 - 100	05/11 - 100					
% of outstanding accounts processed within target of 10 working days	05/11 - 100 04/11 - 100 03/11 - 100 02/11 - 100	06/11 - 100					
Council House Sales - number of working days to complete sale (non DCC loan)	04/11 - 8 03/11 - 8 02/11 - 0 01/11 - 6	05/11 - 20					<b>Remedial Action:</b>  No action needed. Target is 35 working days
Council House Sales - number of working days to issue offer	04/11 - 3.5 03/11 - 2 02/11 - 2 01/11 - 5	05/11 - 3					<b>Remedial Action:</b>  No action needed. Target is 10 working days
Number of working days to process sequestration	05/11 - 3 04/11 - 0 03/11 - 3 02/11 - 8	06/11 - 7					<b>Remedial Action:</b>  No action needed. Target is 10 working days

**Objective: Provide statutory functions of Public Analyst, Agricultural Analyst, Food Examiner and other Scientific Services**

**Indicators:**



	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% performance in external proficiency test schemes	<b>02/11 - 100</b> <b>01/11 - 96</b> <b>12/10 - 95</b> <b>11/10 - 92</b>	<b>03/11 - 95</b>					

**Action Plan Update:**

Description	Owner/Officer	Latest Assessment	Target Date	Status
Achieve satisfactory outcome of annual UKAS audit to ISO17025	Patricia McIlquham/ Jane Couper	<b>09/05/2011</b> Annual UKAS audit was carried out on 16-18th November. The laboratory achieved a satisfactory outcome for both the current scope of accreditation and extended the scope in the areas of food chemistry and microbiology, water analysis and toy testing.	30/06/2012	On Schedule









**Objective: Publish a complete and accurate electoral register by ensuring that all eligible electors are registered to vote and no ineligible people are registered**

**Indicators:**

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of households returning annual canvass form	<b>03/10 - 86.25</b> <b>03/09 - 85.29</b> <b>03/08 - 85</b>	<b>03/11 - 86.19</b>					Although the % return is slightly down the number of vacant properties has been reduced and the number of electors on the register increased by over 1,000



**Objective:** Registration Service will continue to provide excellent registration, civil ceremonies and genealogical services to members of the public along with the Family History Centre in collaboration with Leisure and Communities Department.

**Indicators:**

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of public satisfied with quality of Registration service	03/11 - 94 03/10 - 96 03/09 - 95	03/12 - 94					
% of public satisfied with speed of Registration service delivery	03/11 - 94 03/10 - 96 03/09 - 96	03/12 - 94					
% public satisfied with professionalism of staff	03/12 - 95 03/11 - 95 03/10 - 96 03/09 - 97	03/13 - 96					
Report by Registrar General's Examiner - % error rate	03/10 - 2.96 03/09 - 4	03/11 - 2.63					

**Objective:** Review the licensing policy statement, prepare the statutory over-provision assessment and deal with all applications within the statutory timescales

**Indicators:**











	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of licences issued within 21 days	05/11 - 100 04/11 - 100 03/11 - 100 02/11 - 100	06/11 - 100					

**Action Plan Update:**

Description	Owner/Officer	Latest Assessment	Target Date	Status
Review the licensing policy statement and prepare the statutory over-provision assessment	Patricia McIlquham/ Stuart Galloway	<b>25/04/2011</b> Report approved by the Board on 9th December. Policy review approved. Consultation exercise for the assessment of overprovision in the areas identified has commenced.	30/06/2012	On Schedule

**Objective:** To be the leading (local authority) Multi Disciplinary Consultancy Service in East Scotland, recognised for innovation and best practice, and to maintain the Council's commitment to a sustainable environment

**Indicators:**

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of ASD staff with personal development plan in place	<b>03/09 - 65</b> <b>03/08 - 55</b> <b>03/07 - 50</b>	<b>03/10 - 90</b>					
% of staff absence	<b>04/11 - 1.4</b> <b>03/11 - 2.1</b> <b>02/11 - 0.8</b> <b>01/11 - 1.6</b>	<b>05/11 - 4.67</b>					Four on long term sickness  <b>Remedial Action:</b>  Being monitored
% waste recycled from construction sites	<b>03/10 - 75</b> <b>03/09 - 65</b> <b>03/08 - 40</b>	<b>03/11 - 76</b>					
Employee survey - response rate	<b>03/10 - 60</b> <b>03/09 - 72</b>	<b>03/11 - 57</b>					
Improve EFQM / PSIF score	<b>03/10 - 250</b>	<b>03/11 - 250</b>					ASD have not undertaken the PSIF assessment (replacement for EFQM)Date to be programmed

**Action Plan Update:**



Description	Owner/Officer	Latest Assessment	Target Date	Status
Develop EFQM process into the PSIF framework	Rob Pedersen/ John Anderson	<b>31/12/2010</b> EFQM plan virtually completed (pilot performance management process underway). Awaiting date for ASD PSIF programme	31/07/2011	On Schedule
Develop employees to their full potential in meeting the operational needs of Architectural Services	Rob Pedersen/ Rob Pedersen	<b>25/04/2011</b> The Training Needs Analysis Matrix is now embedded in the Division's training programme. The updated staff development appraisal tool has further aligned training with service plan delivery.	30/06/2012	On Schedule
Maintain Healthy Working Lives Silver Award	Patricia McIlquham/ Zena Hyslop	<b>25/04/2011</b> Architectural Services Division have achieved HWL Silver Award Status until January 2013	30/06/2012	On Schedule
Promote and implement the sustainable agenda in Dundee and in the wider construction community	Rob Pedersen/ Rob Pedersen	<b>25/04/2011</b> The Division continue to implement the standards of ISO 14001 and this is reflected in the current Service Plan. The Division have also adopted the WRAP Construction Commitments: Halving Waste to Landfill.	30/06/2012	On Schedule







Description	Owner/Officer	Latest Assessment	Target Date	Status
Promote and support the aims and objectives of the Tayside Construction Forum	Rob Pedersen/ Rob Pedersen	<b>25/04/2011</b> The Division have attended and supported 4 events on procurement and PQQ systems. We have also delivered 1 seminar on the new Olympia pool design.	30/06/2012	On Schedule
Promote the Architectural Services Division's innovations and successes	Rob Pedersen/ Rob Pedersen	<b>25/04/2011</b> Innovations - the Division continue to pursue opportunities and have adopted the WRAP Construction Commitments: Halving Waste to Landfill within the new West End Primary School Proposals. Successes - there have been no further awards for projects.	30/06/2012	On Schedule
Retain ISO 9001 accreditation	Patricia McIlquham/ Stuart Brown	<b>13/05/2011</b> Accreditation continues - last visit from external auditor 27 January 2010.	30/06/2012	On Schedule
Retain ISO 14001 accreditation	Patricia McIlquham/ Stuart Brown	<b>13/05/2011</b> Accreditation continues - last visit from external auditor 27 January 2010.	30/06/2012	On Schedule
Review QA processes and work collaboratively with others to improve electronic communication within the organisation	Rob Pedersen/ John Anderson	<b>31/12/2010</b> Customer First group reviewing design brief process	30/04/2011	On Schedule

**Objective: Work collaboratively to integrate and consolidate all property related activities and information which contribute to the authority's corporate asset management programme**

**Indicators:**

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of Property Reviews completed	<b>03/10 - 10</b>	<b>03/11 - 0</b>					ASD originally expected to play a significant role in corporate asset management, but responsibility for this process rests with City Development  <b>Remedial Action:</b>  ASD will contribute to property reviews if requested

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	(including remedial action if declining performance indicated)
% of commercial EPCs completed	None	03/10 - 85					
% of staff taking advantage of flexible working	03/10 - 10	03/11 - 95					

#### **Action Plan Update:**

Description	Owner/Officer	Latest Assessment	Target Date	Status
Actively contribute to the Council's Corporate Improvement Programme including Asset Management Plan, CeDRMS and flexible and mobile working etc	Rob Pedersen/ Mike Keddie	<b>10/05/2011</b> Discussions presently being held with Director of City Development on integration of services. Outcome awaited	30/04/2011	On Schedule
Develop and improve processes to source and provide relevant property related information for asset management purposes	Rob Pedersen/ Mike Keddie	<b>10/05/2011</b> Discussions presently being held with Director of City Development on integration of services. Outcome awaited	30/04/2011	On Schedule
Estate strategy approved by Council	Patricia McIlquham/ Rob Pedersen	Assessment not available.	30/06/2012	First update not yet done
Provide advice and support on issues relating to corporate property asset management, including property reviews and drive the development of a Dundee City Council Estate Strategy	Rob Pedersen/ Mike Keddie	<b>10/05/2011</b> Discussions presently being held with Director of City Development on integration of services. Outcome awaited	30/04/2011	On Schedule
Work collaboratively with others to source and provide property information directly to the GVA system for asset management purposes	Rob Pedersen/ John Anderson	<b>31/12/2010</b> Working with City Development staff to provide asset information on services	30/04/2011	On Schedule