

**REPORT TO:** POLICY AND RESOURCES COMMITTEE - 23RD AUGUST 2010  
**REPORT ON:** SUPPORT SERVICES DEPARTMENT SERVICE PLAN 2010-2012  
**REPORT BY:** DEPUTE CHIEF EXECUTIVE (SUPPORT SERVICES)  
**REPORT NO:** 435-2010

## **1.0 PURPOSE OF REPORT**

- 1.1 To seek approval of the Support Services Department Service Plan.

## **2.0 RECOMMENDATION**

- 2.1 It is recommended that the Committee approves the Support Services Department Service Plan attached at Appendix 1.

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1 All services are provided for in the Department's Revenue Budget and Capital Plan.

## **4.0 MAIN TEXT**

- 4.1 The Support Services Department Service Plan 2010-12 has been produced within the framework of the Council Plan 2010-2012 which was approved by the Policy and Resources Committee on 24th May 2010 (Article I refers) and will assist the Council in delivering the Single Outcome Agreement and improving efficiency.
- 4.2 The Service Plan is the main performance management document for the Department. It will be included in the online plan and performance databases. A number of performance measures and targets have been included in the Plan to ensure that progress can be assessed on a regular basis. The measures and targets will form the core of the Department's annual performance report.
- 4.3 All employees of the Support Services Department will be briefed on the Service Plan. In addition the Plan will be available on the Council's website.

## **5.0 POLICY IMPLICATIONS**

- 5.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti Poverty, Equality Impact Assessment and Risk Management. There are no major issues.
- 5.2 Equality Impact Assessments have been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equimpact/>.

## **6.0 CONSULTATIONS**

- 6.1 The Chief Executive and Director of Finance have been consulted in the preparation of this Report.

## **7.0 BACKGROUND PAPERS**

- 7.1 The Council Plan 2010-2012  
Equality Impact Assessments

Patricia McIlquham  
Depute Chief Executive (Support Services)

DATE: 29 July 2010

**Support Services Department  
Service Plan  
2010-2012**



# **SUPPORT SERVICES DEPARTMENT SERVICE PLAN**

## **CONTENTS**

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## **Strategic Statement by Depute Chief Executive (Support Services)**

This Service Plan sets out how the Support Services Department will meet the twin aims of the Council Plan

- to improve outcomes for the people of Dundee relating to social and economic issues affecting the quality of life; and
- to deliver Best Value by being an efficient customer focussed organisation that meets the community's aspirations for excellent local government services and an ethical approach to equalities and sustainable development.

The Department's overall purpose is to deliver cost effective and efficient services across the Council and externally. The Department will therefore constantly try to improve upon current performance to ensure that all its customers, whether internal or external, receive the best service possible.

In addition the Department will continuously review its key processes to improve efficiency wherever possible and provide Best Value services.

## **Our Role in Fulfilling the Council Plan**

Aim One - To deliver the outcomes expressed in the SOA.

The Support Services Department through its various Divisions will contribute to all five of the Council's priorities - A Working City, Quality of Life and Social Inclusion, Healthy, Safe Communities, Getting it right for every Child and Corporate Change and Improvement. For example, the Legal Division will continue to support the City Development Department in attracting inward investment to the City, the City Archives by saving, caring and sharing Dundee's written heritage will support learning and community engagement, the Scientific Services Division through its analytical services, safety testing and advice will help our communities to be safe and feel safe, the Architectural Services Division through its support for the Education Department will contribute to our children being safe, healthy, achieving and active and through its support for the Housing Department will help people to live in attractive neighbourhoods and the Administration Division, along with all the other Divisions, will contribute to Best Value.

### Key Challenges from the External Environment

The key external pressures facing the Department are:-

- Best Value external inspections of Council governance and performance;
- Financial pressures to achieve savings affecting all public services and the need to do "more for less";
- New legislation from Europe, Westminster and Holyrood which requires staff to update their knowledge and expertise and may require capital investment in new equipment and facilities;
- The current economic climate may increase the demand for certain services, for example debt recovery, and reduce the demand for certain others, for example sampling;
- Scottish Government policy on the design and procurement of capital works;
- The developing sustainable and environmental agenda in Scotland;
- The developing collaborative working agenda in Scotland.

### Key Department Priorities

Taking account of the above and the Council plan priorities, the Department's key priorities are:-

To contribute to all five of the Council's priorities in the Council Plan  
To deliver cost effective and efficient services across the Council and externally.

### Taking the Department Forward

In order to build the Support Services Department's capacity to improve and to meet the objectives set out in the plan the Department will:-

- carry out a departmental assessment under the Public Sector Improvement Framework and apply the lessons to ensure continuous improvement and effective management.
- ensure that all employees have clarity regarding their work objectives and receive the required learning and development through the Performance and Development Framework.
- commit to the corporate electronic records and document management system
- adopt mobile and flexible working practices to improve productivity and efficiency where possible
- commit to working with the Council's partners and exploring shared service opportunities
- commit to sustainable development

### Department Objectives, Projects and Performance Indicators. Risk Registers and Performance Reviews

#### Architectural Services Objectives

1. To be the leading (local authority) Multi Disciplinary Consultancy Service in East Scotland, recognised for innovation and best practice, and to maintain the Councils' commitment to a sustainable environment.
2. Work collaboratively to integrate and consolidate all property related activities and information, which contribute to the authority's corporate asset management programme.
3. To deliver the Council's corporate statutory maintenance programme (health and safety contracts) to ensure that the property facilities are safe and well maintained.
4. To deliver the Council's capital & minor works programme, ensuring the Authority's property portfolio are constructed to a high quality, are accessible and sustainable.

5. To deliver the Housing Department capital programme enabling the housing stock to achieve Scottish Housing Quality Standard by 2015, so that our people live in attractive communities.

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

| Ref | Action Plan                                                                                                               | Lead Officer | Completion Date |
|-----|---------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|
| 1.1 | Develop EFQM process into the PSIF framework                                                                              | JA           | July 2011       |
| 1.2 | Review our QA processes, and work collaboratively with others to improve electronic communication within the organisation | JA/SB/MK     | April 2011      |
| 1.3 | Develop employees to their full potential in meeting the operational needs of ASD                                         | RP/MK/SB/JA  | ongoing         |
| 1.4 | Promote the Division's innovations and successes                                                                          | RP           | on going        |
| 1.5 | Promote and implement the sustainable agenda in Dundee and in the wider construction community                            | RP           | on going        |
| 1.6 | Promote and support the aims and objectives of the Tayside Construction Forum                                             | RP           | on going        |

| Performance Indicators for this objective        | Baseline      | Target        |
|--------------------------------------------------|---------------|---------------|
| Improve EFQM score (PSIF score from 2011)        | <b>250</b>    | <b>300</b>    |
| Retain ISO 9001 accreditation                    | <b>retain</b> | <b>retain</b> |
| Retain ISO 14001 accreditation                   | <b>retain</b> | <b>retain</b> |
| Personal development plan in place for all staff | <b>90%</b>    | <b>100%</b>   |
| Maintain Healthy Working Lives "silver" award    | <b>retain</b> | <b>retain</b> |
| Staff Absence %                                  | <b>2.3%</b>   | <b>2.0%</b>   |
| Employee Survey                                  | <b>60%</b>    | <b>70%</b>    |
| waste recycled from construction sites           | <b>75%</b>    | <b>76%</b>    |

2. **Work collaboratively with others to integrate and consolidate all property related activities and information, which contribute to the authority's corporate asset management programme, and corporate improvement programme.**

|     | <b>Action Plan</b>                                                                                                                                                            | <b>Lead Officer</b> | <b>Completion Date</b> |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------|
| 2.1 | Working collaboratively with others to source and provide property information directly to the GVA system for asset management purposes                                       | JA                  | April 2011             |
| 2.2 | Develop and improve processes to source and provide relevant property related information for asset management purposes                                                       | MK/SB/JA            | April 2011             |
| 2.3 | Provide advice & support on issues relating to corporate property asset management, incl, property reviews and drive the development of a Dundee City Council Estate Strategy | MK/SB/JA            | April 2011             |
| 2.4 | Actively contribute to the councils corporate improvement programme, incl Asset Management Plan, CeDRMS, and flexible & mobile working etc                                    | MK/SB/JA            | April 2011             |

| <b>Performance Indicators for this objective</b> | <b>Baseline</b>            | <b>Target</b> |
|--------------------------------------------------|----------------------------|---------------|
| Commercial EPCs completed %                      | <b>85%</b>                 | <b>95%</b>    |
| Property Reviews completed %                     | <b>10%</b>                 | <b>25%</b>    |
| Estate Strategy approved by Council              | <b>approved by Council</b> |               |
| % staff taking advantage of flexible working     | <b>10%</b>                 | <b>20%</b>    |

3. **To deliver the Council's corporate statutory maintenance programme (health and safety contracts) and responsive maintenance (building services) to ensure that the property facilities are safe and well maintained.**

| <b>Action Plan</b>                                                                                                                                                          | <b>Lead Officer</b> | <b>Completion Date</b>          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------|
| Ensure the corporate contracts are developed, procured and administered effectively, all in compliance with legislation and meeting the corporate needs of the organisation | JA                  | April 2011 (ongoing thereafter) |
| Work collaboratively with others in the organisation to ensure all certificates, reports, and relevant data are managed directly through the GVA system                     | JA                  | April 2011                      |
| Collaborate with clients (incl partners contractors and others) to achieve financial efficiencies                                                                           | JA/SB               | April 2011                      |

| <b>Performance Indicators for this objective</b>                                                                          | <b>Baseline</b> | <b>Target</b>             |
|---------------------------------------------------------------------------------------------------------------------------|-----------------|---------------------------|
| Statutory maintenance (Health and safety) contracts completed within set annual budget                                    | (+/- 5%)        | (+/- 1%)                  |
| % properties incl in H&S contracts with full DCC Compliance certificates (or equivalent certificate/report) as at 30/3/11 | 85%             | 95%tbc                    |
| Number of Health and safety accidents on sites                                                                            | 0               | <b>0</b>                  |
| Benchmark ASD fees with other local authorities using data from RICS/SCALA                                                | Mean cost       | <b>2% below mean cost</b> |

4. **To deliver best value in the Council's capital & minor works programme, ensuring the property portfolio is efficiently designed, and constructed to a high quality, is accessible for all and sustainable.**

| <b>Action Plan</b>                                                                                                             | <b>Lead Officer</b> | <b>Completion Date</b>             |
|--------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------|
| Ensure the capital and minor works programmes are designed, procured and administered to meet the needs of the clients         | JA/SB/MK            | April 2011<br>(ongoing thereafter) |
| Collaborate with the client departments and partners (incl contractors and suppliers) to achieve financial efficiencies        | JA/SB/MK            | April 2011<br>(ongoing thereafter) |
| Revise the current procurement selection process probably by using Framework Agreements following Scottish Government guidance | SB                  | April 2011                         |

| <b>Performance Indicators for this objective</b>                                            | <b>Baseline</b> | <b>Target</b>            |
|---------------------------------------------------------------------------------------------|-----------------|--------------------------|
| Projects completed within budget costs                                                      | <b>80%</b>      | <b>85%</b>               |
| Projects completed within programme                                                         | <b>80%</b>      | <b>85%</b>               |
| Client satisfaction with performance of design, procurement and project administration team | <b>65%</b>      | <b>70%</b>               |
| Number of Health and safety accidents on sites                                              | <b>0</b>        | <b>0</b>                 |
| Benchmark ASD fees with others                                                              | <b>mean fee</b> | <b>1% below mean fee</b> |

5. **To deliver the Housing Department's capital programme enabling the housing stock to achieve Scottish Housing Quality Standard by 2015, so that our people live in attractive communities**

| <b>Action Plan</b>                                                                                                                                                | <b>Lead Officer</b> | <b>Completion Date</b>          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------|
| Ensure the capital and minor works programmes are designed, procured and administered to meet the needs of the clients, and the Scottish Quality Housing standard | JA/SB/MK            | April 2015                      |
| Collaborate with the Housing Department and Partners (incl contractors and suppliers) to achieve financial efficiencies                                           | JA/SB/MK            | April 2011 (ongoing thereafter) |

| <b>Performance Indicators for this objective</b>                                            | <b>Baseline</b> | <b>Target</b> |
|---------------------------------------------------------------------------------------------|-----------------|---------------|
| Projects completed within budget costs                                                      | <b>80%</b>      | <b>85%</b>    |
| Projects completed within programme                                                         | <b>80%</b>      | <b>85%</b>    |
| Client satisfaction with performance of design, procurement and project administration team | <b>65%</b>      | <b>70%</b>    |
| Number of Health and safety accidents on sites                                              | <b>0</b>        | <b>0</b>      |
| ASD fee in comparison with similar local authorities for SQHS improvement work.             | <b>TBC</b>      | <b>TBC</b>    |

| <b>Risk Register</b>                                                                                                                                                                                              |                                                                                                                                                                                                                               |                                                                            |                                                                                                                                                                                                              |                                                                          |                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-----------------------------------------------|
| <b>Service Objective</b>                                                                                                                                                                                          | <b>Nature of risk (1)</b>                                                                                                                                                                                                     | <b>Overall Assessment of Probability and Severity<br/><br/>(P * S) (2)</b> | <b>Risk Controls (3)</b>                                                                                                                                                                                     | <b>Business Continuity Implications (4)</b>                              | <b>Lead Officer for managing the risk (5)</b> |
| 1. To be the leading (local authority)Multi disciplinary Consultancy Service in East Scotland, recognised for innovation and best practice, and maintaining the Councils' commitment to a sustainable environment | <p>The council loses credibility over the competence of its project design, procurement and administration abilities,</p> <p>The council loses credibility over its commitment to sustainability and environmental issues</p> | <b>(4 * 3) (12)</b>                                                        | <p>Retain and attract qualified and competent staff.</p> <p>Clients Commit to realistic project budgets and programmes</p> <p>Visible commitment by Council to environmental issues &amp; sustainability</p> | possible delay in projects and time spent dealing with adverse publicity | <b>RP</b>                                     |
| 2. Work collaboratively to integrate and consolidate all property related activities and information, which contribute to the authority's corporate asset management programme.                                   | The council fails to deliver a credible corporate property asset management programme (e.g. as required by Audit Scotland) incorporating a dynamic Estate Strategy and maintenance Investment programme etc                   | <b>(5 * 3) (15)</b>                                                        | Fully implement a Corporate property management programme sharing information across council, and utilising skills and experience of all DCC property professionals                                          | Delay and inefficient process for corporate property decisions           | <b>RP</b>                                     |

| <b>Risk Register</b>                                                                                                                                                                      |                                                                                                                                                                                                                        |                                                                            |                                                                                                                                                                           |                                                                         |                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------|
| <b>Service Objective</b>                                                                                                                                                                  | <b>Nature of risk (1)</b>                                                                                                                                                                                              | <b>Overall Assessment of Probability and Severity<br/><br/>(P * S) (2)</b> | <b>Risk Controls (3)</b>                                                                                                                                                  | <b>Business Continuity Implications (4)</b>                             | <b>Lead Officer for managing the risk (5)</b> |
| 3. To deliver the Council's corporate statutory maintenance programme (health and safety contracts) to ensure that the property facilities are safe and well maintained                   | Failure (possibly catastrophic) of equipment or system, resulting in injury or fatality to member of public or staff, possibly resulting in prosecution of Council by HSE or others                                    | <b>(5 * 3) (15)</b>                                                        | Retain and attract appropriate qualified and competent staff.<br><br>Clients Commit to maintaining safe buildings providing realistic budgets regular auditing of systems | Closure of buildings and associated disruption of services to community | <b>RP</b>                                     |
| 4 To deliver the Council's capital & minor works programme, ensuring the Authority's property portfolio are constructed to a high quality, are accessible and sustainable                 | Design or construction failure (possibly catastrophic) of a building or associated system, resulting in injury or fatality to member of public or staff, possibly resulting in prosecution of Council by HSE or others | <b>(5 * 3) (15)</b>                                                        | Retain and attract appropriate qualified and competent staff.<br><br>Clients Commit to providing realistic budgets and programmes                                         | Closure of buildings and associated disruption of services to community | <b>RP</b>                                     |
| 5. To deliver the Housing Department capital programme enabling the housing stock to achieve Scottish Housing Quality Standard by 2015, so that our people live in attractive communities | Design or construction failure (possibly catastrophic) of a building or associated system, resulting in injury or fatality to member of public or staff, possibly resulting in prosecution of Council by HSE or others | <b>(5 * 3) (15)</b>                                                        | Retain and attract appropriate qualified and competent staff.<br><br>Clients Commit to providing realistic budgets and programmes                                         |                                                                         | <b>RP</b>                                     |

**Division Overview**

Overall the Division has made the following performance improvements in its priority indicators:-

- **processing contractor invoices**
- **personal development plans for all staff**
- **staff absenteeism**
- **sustainability - waste recycled from construction sites**
- **sustainability - chain of custody documentation for sustainable timber**
- **achieved the Silver Healthy Working Lives Award**
- **ASD fees are significantly lower when benchmarked with other local authorities**

**Key Performance Indicators**

| definition                                    | 05/06  | 06/07  | 07/08  | 08/09  | 09/10  | Current Target | Bench mark | Improvement Status |
|-----------------------------------------------|--------|--------|--------|--------|--------|----------------|------------|--------------------|
| customer satisfaction questionnaire (2 yr)    | n/a    | 70%    | n/a    | 70%    | n/a    | 75%            |            | ►                  |
| process contractor invoices within 30days     | 72%    | 74%    | 82%    | 90%    | 100%   | 100%           | 85%        | ▲                  |
| EFQM score                                    | n/a    | n/a    | 250    | n/a    | n/a    | 300            |            | ►                  |
| retained ISO 9001 accreditation               | yes    | yes    | yes    | yes    | yes    | retain         |            | ►                  |
| retained ISO 14000                            | yes    | yes    | yes    | yes    | yes    | retain         |            | ►                  |
| retain IIP accreditation                      | yes    | yes    | yes    | yes    | yes    | retain         |            | ►                  |
| Healthy Working Lives Award (formally Shaw)   | bronze | bronze | bronze | bronze | silver | retain silver  |            | ▲                  |
| personal development plan for all staff       | 50%    | 50%    | 55%    | 65%    | 80%    | 90%            |            | ▲                  |
| % staff absence                               | n/a    | n/a    | n/a    | 4%     | 2.6%   | 2.3%           |            | ▲                  |
| employee survey                               | 67%    | n/a    | 70%    | n/a    | n/a    | 75%            |            | ►                  |
| no of H&S accidents                           | 0      | 0      | 0      | 0      | 0      | 0              |            | ►                  |
| waste recycled from construction sites        | 25%    | 30%    | 40%    | 65%    | 70%    | 75%            | 75%        | ▲                  |
| sustainable timber                            | n/a    | 50%    | 65%    | 75%    | 86%    | 90%            |            | ▲                  |
| sustainable awards                            | n/a    | 3      | 3      | 1      | 0      | 1              |            | ▼                  |
| Design awards                                 | 2      | 2      | 2      | 1      | 0      | 1              |            | ▼                  |
| fee income/exp %                              | 2%     | 1%     | 1%     | (1%)   | 0%     | 2%             |            | ►                  |
| benchmark project fees with other authorities | 11%    | 11%    | 11%    | 11%    | 11.0 % | 11.0%          | 14%        | ►                  |

Status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration

**Scientific Services Objectives**

Provision of Statutory functions and other scientific services

Maintain Official Food & Feed Enforcement Laboratory status

Improve service delivery

Maintain Partnership status with The Royal Society of Chemistry

Participate in the Review of Scientific Services for Scotland

| <b>Service Objective: To Provide statutory functions of Public Analyst, Agricultural Analyst, Food Examiner and other Scientific Services.</b> |                                                                         |                           |                              |                           |  |
|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|---------------------------|------------------------------|---------------------------|--|
| <b>Performance Indicators for this objective</b>                                                                                               | <b>Baseline</b>                                                         | <b>Target</b>             | <b>Previous Years Trends</b> |                           |  |
|                                                                                                                                                |                                                                         |                           | <b>2008/2009</b>             | <b>2009/2010</b>          |  |
| Achieve satisfactory outcome of Annual UKAS audit to ISO17025                                                                                  | <b>Satisfactory Audit</b>                                               | <b>Satisfactory Audit</b> | <b>Satisfactory Audit</b>    | <b>Satisfactory Audit</b> |  |
| Satisfactory Performance in external proficiency test schemes                                                                                  | <b>Satisfactory score in 95% of test rounds (for accredited tests).</b> | <b>Up</b>                 | <b>95 %</b>                  | <b>95 %</b>               |  |

| <b>Service Objective: Improve Service Delivery</b>                                |                 |                         |                              |                  |  |
|-----------------------------------------------------------------------------------|-----------------|-------------------------|------------------------------|------------------|--|
| <b>Performance Indicators for this objective</b>                                  | <b>Baseline</b> | <b>Target/Direction</b> | <b>Previous Years Trends</b> |                  |  |
|                                                                                   |                 |                         | <b>2008/2009</b>             | <b>2009/2010</b> |  |
| % of Priority Sample Reports issued within target turnaround times.               | <b>80%</b>      | <b>Up</b>               | <b>NA</b>                    | <b>81%</b>       |  |
| Number of new methods or scope of existing methods improved to meet client needs. | <b>5</b>        | <b>5</b>                | <b>22</b>                    | <b>12</b>        |  |

### Projects for Tayside Scientific Services

| <b>Service Objective: To Improve Service Delivery</b>                 |                     |                   |                 |                            |  |
|-----------------------------------------------------------------------|---------------------|-------------------|-----------------|----------------------------|--|
| <b>Project Description</b>                                            | <b>Lead Officer</b> | <b>Start Date</b> | <b>End Date</b> | <b>Strategic Theme</b>     |  |
| Whole Systems Project- to identify any areas of waste within service. | JC                  |                   | March 2011      | Best Value                 |  |
| Participation in Review of Scientific Services for Scotland.          | JC                  | May 2010          | March 2011      | Best Value/Shared Services |  |

### Administration and Legal Services

#### General Services - Objectives

##### Electoral Registration

To publish a complete and accurate register by ensuring that all eligible electors are registered to vote and no ineligible people are registered.

##### Licensing

To review the licensing policy statement and prepare the statutory over-provision assessment and thereafter deal with all applications within the statutory timescales.

##### Committee Services - Objectives

Maintain satisfaction levels.

Comply with statutory timescales etc.

##### Office Services - Objectives

##### Customer Services

Corporate Customer Services Teams will become a centre of excellence in meeting the Council's Customer Service standards and provide a quality customer care service.

##### Telephone Services

Telephone Services will continue to support the development of the Customer Contact Centres (Revenues; DCS/Housing; Corporate) i.e. the implementation of voice recording and will work with the Information Technology Department to implement VOIP throughout the Council when the opportunity permits.

##### Registration Service

The Registration Service will continue to provide an 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.

Key Performance IndicatorsGeneral Services

Service Objective: To publish a Complete and Accurate Register

| Definition                                    | 08/09  | 09/10  | Target or Direction | Bench Mark | Improvement Status |
|-----------------------------------------------|--------|--------|---------------------|------------|--------------------|
| % of households returning annual Canvass Form | 85.29% | 86.25% | 90%                 | 90%        | MAINTAINED         |

**GENERAL SERVICES**

Service Objective: To Review the Licensing Policy Statement and Prepare the Statutory Overprovision Assessment and Deal with Applications within the Statutory Timescales

| Definition                          | 08/09 | 09/10 | Target or Direction | Improvement Status |
|-------------------------------------|-------|-------|---------------------|--------------------|
| % of licences issued within 21 days | 100%  | 100%  | 100%                | MAINTAINED         |

Committee Services

Service Objective: Customer Satisfaction

| Definition                                                            | 08/09 | 09/10 | Target or Direction | Improvement Status |
|-----------------------------------------------------------------------|-------|-------|---------------------|--------------------|
| Customers satisfied or better with presentation of agenda and minutes | 99%   | 100%  | 95%                 | IMPROVING          |
| Customers satisfied or better with content of agenda and minutes      | 97%   | 99%   | 95%                 | IMPROVING          |

Committee Services

Service Objective: Compliance with Statutory Timescales etc

| Definition                                                        | 08/09 | 09/10 | Target or Direction | Improvement Status |
|-------------------------------------------------------------------|-------|-------|---------------------|--------------------|
| Agendas issued within statutory timescales                        | 100%  | 100%  | 100%                | MAINTAINED         |
| Minutes completed by target date for production of Council Volume | 100%  | 100%  | 100%                | MAINTAINED         |

Office Services**Service Objective: Provide a Quality Customer Care Service**

| <b>Definition</b>                                 | <b>08/09</b> | <b>09/10</b> | <b>Target or Direction</b> | <b>Improvement Status</b> |
|---------------------------------------------------|--------------|--------------|----------------------------|---------------------------|
| * Number of calls offered                         | 39,003       | 37,102       | INCREASE                   | SLIGHT DETERIORATION      |
| * Number of calls answered                        | 32,520       | 30,572       | INCREASE                   | SLIGHT DETERIORATION      |
| * Average call waiting time                       | 29 SECS      | 31 SECS      | DECREASE                   | SLIGHT DETERIORATION      |
| * Number of calls answered after comfort message  | 18,888       | 19,179       | DECREASE                   | IMPROVING                 |
| * Number of calls abandoned                       | 3,948        | 3,850        | DECREASE                   | IMPROVING                 |
| * Number of calls abandoned after comfort message | 2,956        | 2,345        | DECREASE                   | IMPROVING                 |

\* **Annual Figures.**Office Services**Service Objective: Provide a Quality Customer Care Service (cont...)**

| <b>Definition</b>                                                    | <b>08/09</b> | <b>09/10</b> | <b>Target or Direction</b> | <b>Improvement Status</b>               |
|----------------------------------------------------------------------|--------------|--------------|----------------------------|-----------------------------------------|
| * % of calls answered                                                | 83%          | 82%          | 75%                        | SLIGHT DETERIORATION                    |
| Customer satisfied or better with service from Customer Service Team | -            | -            | -                          | CUSTOMER SURVEYING COMMENCING JUNE 2010 |
| Number of complaints regarding Customer Service Team                 | 0            | 0            | 0                          | MAINTAINED                              |
| Proportion of staff trained in customer service skills               | 100%         | 100%         | 100%                       | MAINTAINED                              |
| Number of services accessible via Customer Service Team              | 26%          | 26%          | 30%                        | MAINTAINED                              |
| Number of services accessible via two or more channels               | 26%          | 26%          | 30%                        | MAINTAINED                              |

\* **Annual Figures.**

Performance Indicators**Service Objective: Customer Satisfaction**

| <b>Definition</b>                                    | <b>08/09</b> | <b>09/10</b> | <b>Target or Direction</b> | <b>Improvement Status</b> |
|------------------------------------------------------|--------------|--------------|----------------------------|---------------------------|
| % of public satisfied with professionalism of staff  | 97%          | 96%          | 100%                       | SLIGHT DECLINE            |
| Report by Registrar General's Examiner - Error Rate  | 8%           | 4%           | 4%                         | IMPROVING                 |
| % of public satisfied with quality of service        | 95%          | 96%          | 100%                       | IMPROVING                 |
| % of public satisfied with speed of service delivery | 96%          | 96%          | 100%                       | MAINTAINED                |

**ADMINISTRATION**

| <b>Risk Register</b>                                                                                      |                                                |                                                                   |                                                                           |                                         |                     |
|-----------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------|---------------------|
| <b>Service Objective</b>                                                                                  | <b>Nature of risk</b>                          | <b>Overall Assessment of Probability and Severity<br/>(P * S)</b> | <b>Risk Controls</b>                                                      | <b>Business Continuity Implications</b> | <b>Lead Officer</b> |
| <b>Registration/civil marriages</b>                                                                       | <b>Staff numbers inadequate to meet demand</b> | <b>6x2 = 12</b>                                                   | <b>Good quality staff and effective management, support and training.</b> | <b>N/A</b>                              | <b>RL</b>           |
| <b>Provide Corporate Customer Services/ Telephone Services to members of the public</b>                   | <b>Communications failure</b>                  | <b>4x2 = 8</b>                                                    | <b>Maintain effective Business Continuity Plan.</b>                       | <b>N/A</b>                              | <b>RL</b>           |
| <b>Provision of Committee Services to the Council, its Committees, Sub-Committees and Working Groups.</b> | <b>Stress to staff/inadequate staffing.</b>    | <b>3x2 = 6</b>                                                    | <b>Good quality staff, effective supervision and training.</b>            | <b>N/A</b>                              | <b>GMH</b>          |
| <b>Provision of Committee Services to the Council, its Committees, Sub-Committees and Working Groups.</b> | <b>IT equipment failure.</b>                   | <b>4x2 = 8</b>                                                    | <b>Maintain Business Continuity Plan.</b>                                 | <b>N/A</b>                              | <b>GMH</b>          |

| <b>Risk Register</b>                                                                                                                                                                                                                                                                      |                                                         |                                                                   |                                                                   |                                         |                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------|---------------------|
| <b>Service Objective</b>                                                                                                                                                                                                                                                                  | <b>Nature of risk</b>                                   | <b>Overall Assessment of Probability and Severity<br/>(P * S)</b> | <b>Risk Controls</b>                                              | <b>Business Continuity Implications</b> | <b>Lead Officer</b> |
| <b>Ensuring that applications for licences are processed speedily and efficiently and within the statutory timescales.</b>                                                                                                                                                                | <b>Loss of IT.</b>                                      | <b>2x2 = 4</b>                                                    | <b>Maintain Business Continuity Plan.</b>                         | <b>N/A</b>                              | <b>SG</b>           |
| <b>To prepare a Licensing Policy Statement and Over Provision Assessment and thereafter deal with all transitional applications within the statutory timescales whilst continuing to maintain the current level of service provision to licensees, applicants and the general public.</b> | <b>Failure to comply with all relevant legislation.</b> | <b>3x3 = 9</b>                                                    | <b>Good quality staff and effective supervision and training.</b> | <b>N/A</b>                              | <b>SG</b>           |
| <b>Production of Electoral Register.</b>                                                                                                                                                                                                                                                  | <b>Register not published by due date.</b>              | <b>2x3 = 6</b>                                                    | <b>Adhere to canvass procedures.</b>                              | <b>N/A</b>                              | <b>SG</b>           |

| <b>Risk Register</b>                                                                                                                               |                                         |                                                                   |                                                            |                                         |                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------|---------------------|
| <b>Service Objective</b>                                                                                                                           | <b>Nature of risk</b>                   | <b>Overall Assessment of Probability and Severity<br/>(P * S)</b> | <b>Risk Controls</b>                                       | <b>Business Continuity Implications</b> | <b>Lead Officer</b> |
| To publish a complete and accurate register by ensuring that all eligible electors are registered to vote and no ineligible people are registered. | Loss of IT/Staff Shortage               | 4x3 = 12                                                          | Maintain Business Continuity Plan.                         | N/A                                     | SG                  |
| To develop a strategy that will enable the Council to evaluate its emergency.                                                                      | Loss of key staff                       | 2x5 = 10                                                          | Good quality staff and effective supervision and training. | Y                                       | JH                  |
| Contingency plans, train and develop staff as to their duties during an emergency and assess staff emergency response and recovery.                | Loss of communicationary IT facilities. | 3x5 = 15                                                          | Maintain Business Continuity Plan.                         | Y                                       | JH                  |

Legal Services Objectives  
Archives

To provide a Best Value Archive Service

Key Performance Indicators

| <b>Definition</b>                                                                    | <b>08/09</b> | <b>09/10</b> | <b>Target or Direction</b> | <b>Improvement Status</b> |
|--------------------------------------------------------------------------------------|--------------|--------------|----------------------------|---------------------------|
| % of records produced for inspection within target of 1 working day                  | 100          | 100          | 100                        | Maintained                |
| % of requests responded to within target of 10 working days                          | 95           | 97           | 95                         | Improving                 |
| Time taken from request until legal records available for inspection in working days | 1            | 1            | 1                          | Maintained                |

Legal

To provide a Best Value legal service

Key Performance Indicators

| Definition                                                           | 08/09 | 09/10 | Target or Direction | Improvement Status |
|----------------------------------------------------------------------|-------|-------|---------------------|--------------------|
| % Of Notices of Proceedings issued within target of 3 working days   | 100   | 100   | 100                 | Maintained         |
| % of outstanding accounts processed within target of 10 working days | 100   | 100   | 100                 | Maintained         |
| Council House Sales - working days to issue offer                    | 5     | 2     | 5                   | Improving          |
| Council House Sales - working days to complete sale (non DCC loan)   | 14    | 5     | 14                  | Improving          |
| Number of working days to process sequestration                      | 6     | 3     | 10                  | Improving          |

Legal Services

| Risk Register                                                                                                                           |                                   |                                                           |                                                                                   |                                  |              |
|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------------------|--------------|
| Service Objective                                                                                                                       | Nature of risk                    | Overall Assessment of Probability and Severity<br>(P * S) | Risk Controls                                                                     | Business Continuity Implications | Lead Officer |
| Legal Division - Provision of comprehensive Legal Services to the Council, its Committees, Sub Committees and Officers                  | Professional errors and omissions | 4                                                         | Good quality staff and effective supervision. Hierarchical nature of organisation | N/A                              | RM           |
| Archive and Record Centre - Data Protection Act/Freedom of Information Act/Human Rights Act/EEC Directive re environmental information. | Failure to provide information    | 1                                                         | Regulated by statutory framework.                                                 | N/A                              | RM           |
| Health and Safety                                                                                                                       | Staff injury from manual handling | 6                                                         | Health and Safety Section Training                                                | N/A                              | RM           |
| Health and Safety                                                                                                                       | Volunteer/work placement injury   | 2                                                         | Compliance with Council wide Health                                               | N/A                              | RM           |

|                            |                                       |          |                                                                 |            |           |
|----------------------------|---------------------------------------|----------|-----------------------------------------------------------------|------------|-----------|
|                            |                                       |          | <b>and Safety protocols</b>                                     |            |           |
| <b>Health and Safety</b>   | <b>Staff hours/lone working after</b> | <b>8</b> | <b>Compliance with Council wide Health and Safety protocols</b> | <b>N/A</b> | <b>RM</b> |
| <b>Health and Safety</b>   | <b>Assault</b>                        | <b>1</b> | <b>Compliance with Council wide Health and Safety protocols</b> | <b>N/A</b> | <b>RM</b> |
| <b>Data Protection Act</b> | <b>Records Security Breach</b>        | <b>1</b> | <b>Compliance with Data Protection Act Provisions</b>           | <b>N/A</b> | <b>RM</b> |

#### Performance Overview

Overall the Administration and Legal Services Divisions have made the following performance improvements in their priority indicators:-

Customer satisfaction  
Some aspects of call handling  
Error rate as reported by Registrar General's Examiner  
Council House Sales  
Sequestrations

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

Some aspects of call handling

The full analysis of the Divisions' Key Performance Indicators are contained in the tables above. These indicators are contained in the current Service Plan to provide ongoing trends as a baseline for judging the performance of the Divisions in the future.