



## Corporate Services

# Annual Performance Summary of the Business Management and Improvement Plan

1 April 2008 to 31 March 2009



**PERTH &  
KINROSS  
COUNCIL**

Securing the future... • *Improving services*  
• *Enhancing quality of life* • *Making the best use of public resources*

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# Introduction

## by the Executive Director

### Welcome to Corporate Services Annual Performance Report for the period 1 April 2008 to 31 March 2009

Over the last year Corporate Services has provided a wide range of key strategic and operational professional support activities to front-line services and partner organisations. We have also delivered high quality front-line services in areas such as licensing and the Customer Service Centre.

In supporting the wider Council Objectives, Corporate Services has been actively involved in key projects and initiatives. These include:

- The Investment in Learning Project
- Affordable Housing
- Delivering on the Council's Human Resources Strategy
- The National Procurement Programme
- Delivering the Information Systems and Technology Strategy.

This performance report demonstrates how Corporate Services has been working towards both achieving its service objectives and contributing to the Council's delivery of services.

The report also details the progress towards commitments given over the last year, identifies where further improvement is required and these are included in our 2009/10 Business Management and Improvement Plan.

On 1 October 2008, our high performing Local Taxes Team transferred to Housing and Community Care and we welcomed the Customer Service Centre which transferred from the Chief Executive's Service.

**Gavin Stevenson**  
Executive Director (Corporate Services)

# Performance Summary

## What have we committed to do by 2011?

To ensure the Council's vision is taken forward, the purpose of Corporate Services is:

*“to provide high quality, value for money professional services, to support and deliver front line services and to enable sound corporate governance.”*

Corporate Services supports the delivery of the Council's Corporate Objectives, outlined in the Corporate Plan, by working towards achieving its own Service Objectives:

Service Objective	Link to Corporate Objectives:				
	1	2	3	4	5
<b>Effective Resource Management</b> – enabling the Council to manage efficiently its finances, human resources, property and information.	✓	✓	✓	✓	✓
<b>Providing an enabling Corporate Governance framework</b> – to ensure the Council acts and is seen to act legally and properly.	✓	✓	✓	✓	✓

## Are we on target?

Below is a summary of progress against the targets within the Business Management and Improvement Plan.

	On Target	Not on target	Info not available
Action Plan – 26	19 (73%)	5 (19%)	2 (8%)
Improvement Plan – 22	15 (68%)	7 (32%)	0 (0%)
<b>Total – 48</b>	<b>34 (71%)</b>	<b>12 (25%)</b>	<b>2 (4%)</b>

Where targets have not been met or where information is not available, explanations and details of improvement actions to be taken are detailed at **Appendix 1** of this report.

## What have we achieved over the last year?

- Implemented phase 1 of the IP Telephony Project which will deliver efficiencies and improved services
- Implemented the Scottish Local Government Recruitment Portal
- Completed the Shared Services National Diagnostic Review for the Council and identified two key projects for further development
- Continue to roll-out the e-Procurement system across the Council
- Developing Workforce Planning across the Council
- Continued to introduce environmentally friendly ICT equipment
- Using new technologies, rationalised the number of IT servers to reduce our carbon footprint
- Implemented a revised Complaints System to allow more complaints to be addressed promptly at the first stage
- Continued to address the resource and performance challenges arising from the implementation of the new Licensing Act
- Implemented further energy and water conservation measures.

## Case study 1 - Recruitment Project

2008/09 has seen significant improvements in the Council's recruitment processes resulting in successful outcomes for managers and job applicants. Using the Kaizen business improvement process in April 2008 and with an eye on the new National Recruitment Portal, the Council's recruitment processes were modernised to give managers flexibility, speed, expenditure reduction and time savings to support service delivery. These improvements have also enhanced the candidate experience with online application processes, job alerts, email communication regarding the progress of their application, and the ability to create a Jobs Account on the portal which saves personal details to avoid rekeying this information if applying for different jobs within the Council or in any other Scottish Council.

Perth and Kinross Council was the first Council to go live on the National Recruitment Portal ([www.myjobscotland.gov.uk](http://www.myjobscotland.gov.uk)) with 100% of its vacancies in August 2008, ahead of the main launch in November 2008. The advent of the portal provided the platform for many of the improved recruitment processes, including:

- Job Profile to replace job description and person specification
- Online only applications for jobs requiring computer / keyboard skills
- Use of screening questions and tailored application questions
- Flexibility with closing dates
- Access to a wider pool of job applicants via the portal

Critical to the successful delivery of the recruitment project has been a strong partnership approach – partnership across 32 Councils, COSLA, the Improvement Service, and the recruitment system provider, StepStone. The recruitment project also saw strong partnership working across the Council and with Job Centre Plus.

### Portal Highlights and Achievements

- 61,500 visitors to the Perth & Kinross Council jobs site (August 2008 – March 2009)
- An increase in the average number of applications per post from 8 to 16. Between August 2008 and March 2009, 781 posts have been advertised on the portal generating 12,129 applications. This compares with 1,105 posts and 8,403 applications for the same period in 2007/08.
- 38% reduction in time to hire
  - From a baseline of 78 days, the time to hire is now 48 days. This measure relates to the period from when the job is advertised to the date a job offer is made.
- A reduction in the average cost of hire from £420 per vacancy to £235 with less reliance on traditional advertising as the portal becomes more established as the place to find jobs in local government.
- Reduction from 38% to 17% for unsuccessful recruitment campaigns. This measure relates to the number of times a post is advertised and an appointment is not made.

The recruitment project has delivered significant improvements in processes which in turn have delivered clear business benefits. The processes and the portal are not ends in themselves – they support delivery of the Council's Human Resources Strategy as tools to enable us to employ the right people, with the right qualities at the right time and at the right cost to deliver improving services for the communities we serve.

## Case study 2 - eProcurement

### Background

As part of the Council's Procurement Strategy 2008-2011, and commitment to meet the recommendations of the McClelland Review of Public Procurement in Scotland (2006), Perth & Kinross Council is undertaking the implementation of eProcurement across all Services to transform how the Council obtains goods and services.

The Council has joined the Scottish Government ePS Programme, and is using PECOS software to replace the current paper-based process for ordering. The implementation of eProcurement will have the following benefits:

- **Improved Management Information**  
Current ledger data only provides 'who' the Council spends its budget with. Reporting capabilities in PECOS and improved functionality within the ledger as a result of the interface with PECOS, will improve the visibility of what we buy, who we buy it from and how much was paid
- **Improved Contract Compliance**  
PECOS provides a platform for contract compliant procurement through facilitating catalogue access to users, directing purchases to the most compliant route and mitigating risk to the Council.
- **Streamlined Purchase to Pay Process**  
National benchmarking studies have shown that ordering goods using PECOS is a faster process than a paper-based one, freeing resources to delivery of frontline services. Use of an eProcurement system also provides opportunities for improvements to invoice processing.
- **Improved Security**  
Purchase Orders raised in PECOS will follow a pre-determined approval plan before being sent to the supplier. Order approval permissions are restricted so that individuals cannot approve purchase orders they created.  
A clear Audit Trail of all actions completed is provided in PECOS.

### Progress to date

It is estimated that there are potentially 1,700 PECOS users across the Council. We currently have 400 live on PECOS, and plan that all users will be added to the system by Summer 2010.

There are currently 116 suppliers live on the system. Suppliers are being rationalised as they are added to the system, and it is estimated that the supplier roll-out will be complete by April 2011, with an estimated 500 suppliers being added to the system.

### Kaizen Event

A Kaizen event was held in October 2008, focusing on the implementation of eProcurement. Each Service was represented at the event to create where possible a lean generic process for the placement of purchase orders.

The main findings of the event and progress to date are as follows:

- At October 2008 there were 24 different levels of financial authorisation across Services. This was changed to 5 standard levels and changes were implemented in PECOS in November 2008. All Services were advised to map staff across to the new levels for all financial authority including invoice payment and sundry payment requests from 1<sup>st</sup> April 2009.
- One of the goals set at the event was to reduce invoices being processed by 10% (14,000) during the financial year 09/10. To meet this target, it was agreed to change and expand the purchase card use. Virtual Cards for all Services will be embedded to PECOS from 1<sup>st</sup> May to meet this target.
- The role of Service Champion is to assist the eProcurement team with the implementation of PECOS within Services. This has reduced the estimated roll-out to users by approx 12 months to Summer 2010.

## How are we going to improve?

Corporate Services recognises the importance of continuous improvement and we routinely monitor performance on all of our core activities through both performance measures and indicators, and customer satisfaction.

Many key improvements to service delivery have been introduced and others will continue to be introduced over the coming years. These include:

- **Integrated Human Resource and Payroll system (IHRP)** - By integrating the Council's Human Resources and Payroll systems we will be able to avoid keying the same information into many different systems (e-MIS, e-HR, EMS, Delphi, Wintime, Zeus, MS Excel, MS Word and MS Access). Integration will also reduce the labour intensive process of reconciling the systems. In addition, the quality of personal data maintained will increase which will benefit the employees by being accurate and timely and benefit line managers and senior management by providing robust data to interpret and act upon.
- **Environmentally friendly ICT equipment and IT Server rationalisation using new technologies to reduce the Council's carbon footprint.** Energy usage of ICT equipment is one of the biggest issues associated with sustainability in ICT. During 2008, the Council invested in a new technology that reduces the number of physical servers in its server estate. This new software allows many physical machines to be virtualised to a single machine. With virtualisation ratios of up to 10-1, major reductions in energy use and Carbon Footprint are being realised as well as savings in capital costs. Other sustainable ICT projects being considered in the next year or two include utilising new technology to better manage power consumption of computers and virtualising the Desktop PC, which would lead to significant energy savings across the Council.
- **Implementing further energy and water conservation measures** - To continue identifying opportunities in reducing energy and water consumption and utilise "spend to save" initiatives in implementing the measures as well as considering the possibility of using renewable energy to reduce our reliance on fossil fuel. To raise awareness in reducing energy consumption by hosting training sessions and taking advantage of e-learning technology.
- **Expansion of Customer Service Centre** - The Centre's systems are being further developed in 2009 to include the recording of telephone calls for training and quality improvement. It is also improving access to services by introducing a new text messaging facility, and an online enquiry service will be added to allow customers to connect to the Centre team using the Internet. These new services will be introduced later in the year and offer more choice of how customers can contact the Council.
- **Enabling mobile working** - Building an infrastructure which will enable our workforce to work from any Council desk as though they were in their main office, giving them secure access to their systems, files and folders and routing their phone extension to any handset. Introducing mobile working which will enable our staff to deliver more services out in the field with less need to go back to the office, thus creating efficiencies as a result of streamlining processes, reducing office space, reducing paperwork and improving productivity – saving money. In accordance with the Council's flexible working policy, we have invested in technologies which will enable designated staff to work securely from home
- **Continued roll out of eProcurement across the Council:**
  - **Improved Management Information** – will improve visibility of what the Council buys, who the Council buys it from and how much was paid
  - **Improved Contract Compliance** – directing purchases to the most compliant route and mitigating risk to the Council.
  - **Streamlined Purchase to Pay Process** – freeing resources to delivery of frontline services.
  - **Improved Security** – A clear audit trail of all actions completed is provided in PECOS.

- **Management Review of IST/EST (2008/09)** - To continue to develop improved ways of working together and making the best use of all ICT resources to provide the best ICT service primarily to the Community Campuses but ultimately across the whole Council.

Other areas of planned improvement arise from Kaizen reviews, the following have taken place:

- Property Devolved School Management (with Education and Children's Services) – May 2007
- Complaints – August 2007
- Recruitment – April 2008
- Procurement – October 2008
- IHRP – November 2008

Performance against each of the improvement actions is regularly monitored by the Corporate Services Management Team and further customer engagement exercises will take place regularly over the next few years.

### **Sustainable Development**

We are committed to delivering efficient services across the Service and Council in order to increase efficiency, effectiveness and productivity.

We are engaging with this agenda in the following ways:

- Working to identify opportunities to work in partnership with shared services initiatives
- Implementing the Council's policy on reducing employee absence through monitoring the levels and reasons
- Applying Council policy on procurement and championing best practice
- Committing to the Council's initiative to keep sustainability at the core of asset management planning

Realigning services by transferring resources from back offices to frontline services in order to reduce bureaucracy.

### **Efficiency Agenda**

The Service continues to engage with the Scottish Government's efficiency agenda in the following ways:

- Absence Management – monitoring levels and reasons for sickness absence and employing the Council's policy to reduce sickness absence
- Procurement – applying Council policy on procurement and championing best practice
- Asset Management – challenging asset utilisation and retention
- Streamlining bureaucracy – ensuring the transfer of resources from back office to front line through local improvement plans and internal shared services.

### **Self Evaluation**

Over the last year the Council's self evaluation model 'How Good is Our Council' and the Investors in People project assisted Corporate Services to identify key themes for improvement. The specific actions against these themes will be undertaken during the next few years. The five themes are:

**Performance Management** – We will continue to establish a comprehensive Service-wide Performance Management regime. We will develop a programme of work and procedures to ensure that, by way of review and audit, the services within our core responsibilities remain "fit-for-purpose".

**Customer Care / Partnership Working** – The "Customer Care" philosophy will be further developed and embraced by all staff in Corporate Services. Partnership working will also be further developed across the Service, the Council and with partners to deliver services which more effectively meet the needs of service users. Our Improvement and Team Plans will focus on partnerships working to improve the quality of service to our customers.

**Key Processes** – A Service wide procedure to take forward consultation in the development, review and monitoring of strategies and procedures will be developed.

**Management and Support of Staff** – Corporate Services is an ‘Investor in People’ and achieved re-accreditation in 2007. Our re-accreditation will take place early 2010. Many of our improvements have focused on improving communications between management and staff and with service users.

A priority for the Service is to support the delivery of the Council’s Human Resources Strategy and the Service’s workforce plan. The employee survey, Investors in People and other mechanisms will be used to monitor the impact on staff.

Systematic workforce planning for Corporate Services is being implemented. The co-ordination and development of health, safety and wellbeing across the Service is being further developed.

**Leadership and Direction** – A management development programme is being provided for all Corporate Services senior managers with a specific focus on senior managers leading by example. Third and fourth tier managers’ exposure to strategic corporate projects will be improved, together with the broadening of representation at lower staff levels in wider corporate activities.

The work associated with these five main areas of our improvement activity will be progressed over the next year have been included in our Improvement Plan.

# EMPLOYEE ENGAGEMENT SURVEY

Perth & Kinross Council conducts regular Employment Engagement Surveys. The surveys are available to all employees within Corporate Services (n359). During July 2008 a total of 191 employees responded giving a response rate of 53%.

High level results are summarised in the table below. The table is ordered by the percentage of employees who stated they agreed. Work is already underway with each individual team to address underlying concerns.

	Agree	Neither agree nor disagree	Disagree
Q1. I am clear what is expected of me at work	84.8%	6.3%	7.9%
Q13. I am given the freedom to solve problems	82.2%	8.9%	6.8%
Q2. I am treated fairly at work	80.7%	11.0%	6.8%
Q4. I have the right tools and equipment to do my work effectively	79.6%	10.5%	7.8%
Q3. There is a good fit between the job and my skills and abilities	75.4%	14.1%	8.9%
Q11. The people I work with are committed to doing their best	75.4%	15.7%	7.3%
Q8. I am treated as an individual	76.5%	15.2%	7.3%
Q12. I know how my job contributes to the Council's objectives	74.6%	20.9%	4.1%
Q14. My team are passionate about delivering excellent customer services	72.3%	17.3%	8.9%
Q9. At work my views and opinions seem to count	63.9%	21.5%	13.1%
Q5. My role provides me with a daily opportunity to use my strengths	63.3%	20.9%	12.6%
Q10. My team has a good team spirit	61.3%	19.9%	17.2%
Q7. At work my development is encouraged and supported	58.1%	27.2%	13.0%
Q15. Any problems that could stop me giving the best customer service are dealt with	55.5%	28.8%	14.7%
Q6. I receive regular recognition and praise on my performance at work	51.3%	28.3%	18.8%

## Employee Review and Development (ERD)

Division	No. of employees	ERD % complete
Finance	70	80.00%
Human Resources	45	73.33%
IST	48	95.83%
Legal	37	86.49%
Property	96	88.54%
Shared Support Services	59	66.10%
<b>Total – Corporate Services</b>	<b>355</b>	<b>81.97%</b>

## Further Information

### Team Plans

Corporate Services has a number of Team Plans which complements and expands the information provided in the Action Plan and Improvement Plan. For further information on these Team Plans please contact the individual Heads of Service listed below:

Division	Name	Contact
Finance	John Symon	<a href="mailto:JSymon@pkc.gov.uk">JSymon@pkc.gov.uk</a> 01738 475504
Human Resources	Hugh Mackenzie	<a href="mailto:HLMackenzie@pkc.gov.uk">HLMackenzie@pkc.gov.uk</a> 01738 475402
IST	Karen Lawrie	<a href="mailto:KLawrie@pkc.gov.uk">KLawrie@pkc.gov.uk</a> 01738 476603
Legal	Ian Innes	<a href="mailto:IInnes@pkc.gov.uk">IInnes@pkc.gov.uk</a> 01738 475503
Property	Russell Thomson	<a href="mailto:IRThomson@pkc.gov.uk">IRThomson@pkc.gov.uk</a> 01738 475901
Shared Support Services	Alan Nairn	<a href="mailto:AJNairn@pkc.gov.uk">AJNairn@pkc.gov.uk</a> 01738 475502





### Contact

For any other information in relation to the Corporate Services' Business Management and Improvement Plan, please contact:

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## CORPORATE SERVICES – SERVICE ACTION PLAN 2008 – 2011 (Annual Report)




HIGH LEVEL ACTIVITY	LEAD	RELEVANT INDICATORS	TARGET 2008/09	PERFORMANCE DATA AND TREND		COMMENTS
To provide customer focused services to the community for the billing, collection and recovery of local taxes	Head of Finance	Council Tax: Cost of collection of Council Tax per chargeable dwelling (SPI)	£15.07	14.66 – 06/07 15.95 - 07/08 08/09 - Final figures will be available early June 2009 as part of final accounts process		Local taxes transferred to Housing and Community Care on the 01 October 2008.
		Council Tax: Percentage of Council Tax income collected during the year of billing (SPI)	96.7%	96.6% - 06/07 96.4% - 07/08 96.18% - 08/09		Collection is down by 0.26% on last year's figure and 0.52% down on target. This can be attributed to new legislation which delays diligence procedures and also lower Sheriff Officer collection levels. Ongoing system performance issues have had negative impact for the whole financial year. It is also difficult to assess the impact of the current economic downturn.
		Business Rates: Cost of collection of Business Rates per chargeable property	£10.39	Not yet available		Figures available June 2009 as part of final accounts process.
		Business Rates: Percentage of Business Rates income collected during the year of billing (SPI)	97.6%	97.9% - 08/09		Collection level is up by 0.03% on last year's figure and 0.3% up on the target. It is difficult to make an accurate comparison with last year due to the introduction of Small Business Bonus on 1/4/08 and the current economic downturn.
Lead and support services to deliver Workforce Planning across the Council	Head of Human Resources	All Services to have a Workforce Plan	March 2008	100% - 08/09		All Services have provided HR with a Service Workforce Plan. HR has developed a Corporate Workforce Plan.









## CORPORATE SERVICES – SERVICE ACTION PLAN 2008 – 2011 (Annual Report)

HIGH LEVEL ACTIVITY	LEAD	RELEVANT INDICATORS	TARGET 2008/09	PERFORMANCE DATA AND TREND		COMMENTS
Implementation of the Council's Equalities responsibilities for human resources	Head of Human Resources	Compliance with and promotion of statutory equalities responsibilities for employment	Full compliance	100% - 08/09		Continuing to comply with statutory requirements.
Lead and support services to establish, adopt and review corporate health and safety standards	Head of Human Resources	Health and Safety Management Audits completed	12 Audits completed representing all Services	6 Audits – 08/09		Recruitment issues within the Corporate H&S team during 2008 resulted in reduced staffing between February to November. The team is now back up to the complement, with one member on secondment to Corporate and Chief Executive Service.
		Reduction in number of injuries to employees	Establish baseline	259 – 07/08 137 – 06/07 332 – 08/09		The Council introduced revised accident reporting procedures support by new instant reporting system allowing for more accurate reporting of accidents within the organisation.
			5% reduction in RIDDOR reportable injuries	34 – 07/08 33 – 08/09		Work underway with Services to address main accident causes.
		Days lost to sickness expressed as a percentage of the total available days (Audit Scotland SPI)	4.8%	Chief Officer & local government employees 5.5% - 06/07 5.6% - 07/08 N/A% - 08/09 Craft employees: 5.1% 0 06/07 6.6% - 07/08 N/A% - 08/09 Teachers: 4.3% - 06/07 4.6% - 07/08 N/A% - 08/09		SPI Figures not available until June 2009.









## CORPORATE SERVICES – SERVICE ACTION PLAN 2008 – 2011 (Annual Report)

HIGH LEVEL ACTIVITY	LEAD	RELEVANT INDICATORS	TARGET 2008/09	PERFORMANCE DATA AND TREND		COMMENTS
		Number of managers to date who have received H&S Managers' Guide Training	100 managers	21 managers		Reduced staffing level in Corporate Health & Safety team between May and November 2008.
To lead and support services to develop leaders and managers of the highest quality who act as role models in their day to day work and promote a culture of continuous improvement.	Head of Human Resources	Chief officers Leadership programme delivered	100%	55% - 06/07 66% - 07/08 70% - 08/09		Difficulty scheduling courses. Programme to be re-evaluated and re-launched as part of the new Corporate Improvement Plan.







## CORPORATE SERVICES – SERVICE ACTION PLAN 2008 – 2011 (Annual Report)

HIGH LEVEL ACTIVITY	LEAD	RELEVANT INDICATORS	TARGET 2008/09	PERFORMANCE DATA AND TREND		COMMENTS
To lead and support services to have skilled and motivated employees who are equipped to deliver improved services and encouraged to achieve their potential.	Head of Human Resources	Train third tier managers to enable them to cascade the training on the Council's new ERD framework	100%	100% - 08/09		Delivered as briefing sessions to Chief Officers and 3rd tier managers as part of the Council's Senior Manager Development Programme.
To continue to develop and review the Council's ICT Strategy and associated policies to ensure alignment with the Council's business requirements.	Head of IST	Percentage of risk identified in the IST Capacity Review Baseline 90				The risks were identified as part of the review in 2005 and the same consultant reviewed the risks in February 2008.
		Mitigated (24) Partially mitigated (36). Still to be addressed (40)	65% 35% 0%	41% - 07/08 27% - 07/08 32% - 07/08 100% - 08/09		Agreement was reached that the risks were now all being addressed and being taken forward.
To provide an appropriate and secure technical infrastructure, support mechanisms and professional skill level to underpin the Councils IT service.	Head of IST	Customer satisfaction rating on fault resolution	88%	87% - 07/08 88% - 08/09		
		Percentage of priority 1 incidents responded to and resolved within 5 hours	90%	100% - 08/09		
		Percentage of other priority calls responded to within the agreed time	80%	84% - 08/09		






## CORPORATE SERVICES – SERVICE ACTION PLAN 2008 – 2011 (Annual Report)

HIGH LEVEL ACTIVITY	LEAD	RELEVANT INDICATORS	TARGET 2008/09	PERFORMANCE DATA AND TREND		COMMENTS
To raise and defend actions on behalf of the Council to ensure that the Council's rights are protected and obligations fulfilled.	Head of Legal Services	Raise Actions for Child Protection Orders immediately (within 1 day) on receipt of complete instructions	100%	100% - 06/07 100% - 07/08 100% - 08/09		2 Actions raised within 24 hours since 1 April 2008.
		Raise actions for Anti-Social Behaviour Orders within 10 days of receipt of complete instructions	75%	100% - 06/07 100% - 07/08 100% - 08/09		6 actions raised within 10 days since 1 April 2008.
		For all other actions commence action within 28 days of receipt of full instructions	90%	90% - 07/08 94% - 08/09		41 actions within 28 days.
To process licensing applications under the Civic Government (Scotland) Act 1982.	Head of Legal services	Issue Civic licences within 6 weeks of the application	65%	34% - 07/08 37.40% - 08/09		In a sample of 16 new taxi driver licences all 16 were issued within 6 weeks. Resources were targeted to the introduction of new legislative requirements.
		Private Landlord registration (New Indicator 08/09)	75%	98.70% - 08/09		
To deal with legal aspects of property matters to ensure that the Council's property interests are protected and obligations fulfilled including its obligations under the Housing (Scotland) Act 1987.	Head of Legal Services	Percentage of Council house sales completed within 26 weeks (SPI)	90%	85.4% - 06/07 83.0% - 07/08 84.0% - 08/09		Delays on the part of tenants in completing purchases are being noted at present and these frequently relate to problems in obtaining mortgages in the current economic climate.
		Commence property transactions as prioritised by Property Division: <ul style="list-style-type: none"> <li>• within 14 days</li> <li>• within 28 days</li> </ul>	100% 80%	95.5% - 07/08 90.9% - 07/08 100% - 08/09		









## CORPORATE SERVICES – SERVICE ACTION PLAN 2008 – 2011 (Annual Report)

HIGH LEVEL ACTIVITY	LEAD	RELEVANT INDICATORS	TARGET 2008/09	PERFORMANCE DATA AND TREND	  	COMMENTS
Carry out the quasi-judicial functions of the Council to fulfil its statutory responsibilities:  To operate the Licensing Board.	Head of Legal services	Process all premises under the new Act within 6 months of the respective transition dates	100%	94% for period from March 2008 - 70% for period from October 2008		The Board have to process all licences over the period from March 2008 until September 2009. The process has been very successful so far. The October 2008 dip was due to difficulties in arranging Board meetings. That was an exception and is not expected to recur.
To manage the process of information compliance/ security to fulfil the Council's statutory responsibilities with regard to Freedom of Information and Data Protection and to preserve the integrity of the Council's information systems.	Head of Legal Services	Reply to FOI requests within 20 days of request (Statutory Timescale)	95%	96% - 07/08 93% - 08/09		39 late out of 567 processed. Figures are for 1 January – 31 December 2008 significant increase in requests <b>+31%</b> on 2007.
		Reply to Data Protection requests within 40 days (Statutory Timescale)	100%	100% - 07/08 92% - 08/09		3 late out of 37 received. Figures are for January – December 2008.








## CORPORATE SERVICES – SERVICE ACTION PLAN 2008 – 2011 (Annual Report)

HIGH LEVEL ACTIVITY	LEAD	RELEVANT INDICATORS	TARGET 2008/09	PERFORMANCE DATA AND TREND	  	COMMENTS
To manage the corporate complaints system and support services to ensure that the Council's complaints policy operates effectively.	Head of Legal Services	Reply to Level 2 Corporate Complaints within the Council timescale of 15 days	100%	100% - 08/09		Level 2 is the management review stage.
Revise the Council's Code of Corporate Governance and develop a programme of reviews for the Council's Corporate Governance arrangements to ensure sound and appropriate corporate governance.	Head of Legal Services	Annual assessment of compliance with each of the Corporate Rules and Standards	100%	80% - 08/09		This work has been done through the Policy and Governance OCIP Group. Priority has been given to developing the new Annual Governance Statement which requires to be complete for issue with the Council's Annual Accounts. A revised Code of Corporate governance will follow after that.
To provide an Architectural, Surveying and Engineering consultancy service that supports and delivers capital and revenue construction projects for Council Services.	Head of Property	Cost predictability – the percentage of projects (over £50k in value) where the out-turn cost falls within +/- 5% of the approved budget	90%	93% - 07/08 94.12% - 08/09		

## CORPORATE SERVICES – SERVICE ACTION PLAN 2008 – 2011 (Annual Report)

HIGH LEVEL ACTIVITY	LEAD	RELEVANT INDICATORS	TARGET 2008/09	PERFORMANCE DATA AND TREND	  	COMMENTS
		Time predictability – the percentage of projects (over £50k in value) where the out-turn timescales falls within +/- 5% of the contract period	70%	57% - 07/08 100% - 08/09		
		Percentage of payment certificates and invoices for capital and revenue construction projects are processed and paid within 14 days from the date of issue	90%	93.55% - 08/09		
To support the delivery of Council Services through sound management of the Council's property assets.	Head of Property	Proportion of operational accommodation that is in a satisfactory condition (SPI)	96.11%	94.2% - 06/07 96.1% - 07/08 94.15 - 08/09 Interim figure		As the Council survey team resurvey the properties they are recording a marginal decline in the condition of a small number of the properties due to national reclassification.  Note this Council recorded the highest condition level of all the Scottish Councils in 2007/08.
		Proportion of operational accommodation that is suitable for its current use (SPI)	73.46%	71.1% - 06/07 73.5% - 07/08 76.92% Interim figure. SPI final figures available at the end of May 2009		
To provide an Estate Surveying service to support the councils service delivery and economic development objectives.	Head of Property	Percentage of rent collected against rent invoiced for commercial properties	99%	92.3% - 07/08 99% - 08/09 99% - 08/09		Rent collection does not follow a pro rata pattern month on month. Some rental is annual, some bi-annual and some monthly. However, the current prediction is that rental income will show a £200K shortfall for the year. (This includes the £100K shortfall previously reported) The situation is being managed.

## CORPORATE SERVICES – SERVICE ACTION PLAN 2008 – 2011 (Annual Report)

HIGH LEVEL ACTIVITY	LEAD	RELEVANT INDICATORS	TARGET 2008/09	PERFORMANCE DATA AND TREND	  	COMMENTS
		Implement the 5 year rolling development plan (2008-13) for the commercial estate and deliver the programmed developments	25% of planned development on site	Data required		Projects all progressing to tender stage but overall remain well behind original programme. Only £208K spent to date, on fees and service payments. Assistance from TES available and will be utilised.
Support the delivery of Council Services through a programme of planned maintenance	Head of Property	Percentage of buildings from which the Council delivers services to the public that are accessible to the disabled (SPI)	62%	55% - 06/07 56.7% - 07/08 57% - 08/09 Interim figure. SPI figures not available until June 2009		Resurvey programme in hand based on new DDA criteria, remedial works planned for later this year and into 2009/10. (The re-survey programme may identify additional compliance works thus reducing % shown).
		Percentage of 2008/09 planned maintenance programme completed	95%	100% - 08/09		100% of programme now committed.
		Priority 1 calls responded to by contractors within 2 hours	85%	100% - 08/09		

## CORPORATE SERVICES – SERVICE ACTION PLAN 2008 – 2011 (Annual Report)

HIGH LEVEL ACTIVITY	LEAD	RELEVANT INDICATORS	TARGET 2008/09	PERFORMANCE DATA AND TREND		COMMENTS
To support the delivery of an efficient energy and water conservation programme	Head of Property	Establish a property energy conservation programme to:				
		reduce current fuel consumption	58,413,706 kwh	62,681,161kwh 07/08 59,643,478 kwh 08/09		As at weather corrected figure. Fuel figure now includes biomass returns.
		reduce the councils property carbon footprint	15,142 Tonnes of CO <sub>2</sub>	16,229, 660kg 07/08 15,085 Tonnes of CO <sub>2</sub> 08/09		As at weather corrected figure.
		reduce current water consumption	220,909 m <sup>3</sup>	217,694cum 07/08 195,330m <sup>3</sup> - 08/09		
To implement the local Shared Services Improvement Plan within the Council to ensure efficiencies are maximised within the Council.	Head of Shared Support Services	All areas of the plan either implemented or in progress	100%	100% - 08/09		Project objectives have been met for the year.
		Business processes in key areas reviewed and changes implemented	60%	60% - 08/09		Thirty-one processes reviewed in ECS. Business Support Review in Corporate Services underway.
To implement the national ePS procurement system across the Council.	Head of Shared Support Services	Number of major suppliers loaded on the system	20%	24% - 08/09		116 suppliers active on the system of an estimated full rollout total of 500. 74% of suppliers have catalogues loaded.
		Level of transactions using the ePS system	10%	3% - 08/09		Major plan for roll out for 2009/10.
To identify the benefits from implementation of procurement activity.	Head of Shared Support Services	Compliance with the new national financial indicators (FI)	50%	50% - 08/09		The Tayside Procurement Consortium agreed four of best practice indicators be included in the reporting of SPI's in 2008/09.

## CORPORATE SERVICES

## APPENDIX 2 - IMPROVEMENT PLAN

### SERVICE ACTION PLAN 2008 - 2011 (Annual Report)

**KEY SERVICE OBJECTIVE:** To lead and support the delivery of an enabling corporate governance framework and to achieve effective resource management

**COMMUNITY and CORPORATE LINK:** All Corporate Plan Objectives

#### Service Area: Performance Management

KEY AREA FOR IMPROVEMENT	ACTIVITY	RELEVANT INDICATORS	LEAD	TARGET 2008/09	RESULT / OUTCOME	COMMENTS
Performance Management in Corporate Services  Source: How Good is Our Council? (HGIOC)	Continue to develop a Service wide systematic performance management system with continuous review down to and including individual level	Team Plans in place  ERD meeting held	Heads of Service	100%  100%	100%  77.5%	Improvement actions targeted in 2009/10 BMIP.
Council's Human Resource Strategy	Lead and support Services for the identification of priorities and the development of implementation plans for the delivery of the Council's HR Strategy	Delivery of Implementation Plans	Head of Human Resources	Implement year 2 priorities	Year 2 priorities are being addressed through the Corporate Workforce Plan.	In addition Services have responded to the HR Strategy within their Service Improvement Action Plans and Workforce Plans.
Energy and Water Conservation Measures across the Council	Achieve 'Energy Performance Certification'	Energy Accreditation Certificate status  Complete 100% of required Energy Performance Certificates for all public buildings as per legislation (EU Directive)	Head of Property	April 2008  100%	May 2008  50%	Draft tender in hand for public building EPC's. 6 properties to be put out as pilot under the framework contracts. Contract in place for sales and rentals EPC's.

## Service Area: Customer Care / Partnership Working

KEY AREA FOR IMPROVEMENT	ACTIVITY	RELEVANT INDICATORS	LEAD	TARGET 2008/09	RESULT / OUTCOME	COMMENTS
Enhance Corporate Services customer/service user relationships both throughout the Council and users external to the Council  Source OCIP	Strengthen efforts to present Corporate Services as a business orientated service with a closer alignment to its customers	Develop a customer relationship strategy.	Executive Director	July 2008	Delivered	
		Satisfaction with service provided by Corporate Services.	Executive Director	September 2008	Completed	
		Achieve the Corporate Customer First standards.	Heads of Service	Achieve Corporate Customer First Standards	Achieved Corporate Customer First Standards	
Enhance Corporate Services customer/service user relationships both throughout the Council and users external to the Council  Source OCIP	Introduce facilities to give customers more choice as to how they pay for local taxes and other services	Increase the overall uptake of customers paying by direct debit	Head of Finance	65%		Local Taxes transferred to Housing & Community Care 01 October 2008

## Service Area: Key Processes

KEY AREA FOR IMPROVEMENT	ACTIVITY	RELEVANT INDICATORS	LEAD	TARGET 2008/09	RESULT / OUTCOME	COMMENTS
Implementation of the HR Strategy  Source: HR Strategy	Undertake a strategic Best Value review of Human Resource activity across the Council	Review Complete	Head of Human Resources	October 2008	Completed	Strategic HR delivery plan agreed by EOT December 2008. Design and planning phase currently in progress. Implementation by end 2009/10 financial year.

KEY AREA FOR IMPROVEMENT	ACTIVITY	RELEVANT INDICATORS	LEAD	TARGET 2008/09	RESULT / OUTCOME	COMMENTS
IST service delivery Source: ICT Strategy & Governance Group	Implement elements of quality framework (IT Infrastructure Library)	Partnership Agreements implemented with all 5 Council Services	Head of IST	100%	40%	Resources diverted to other key projects.
ICT governance Source ICT Strategy & Governance Group	Implement policies to clarify Council standards for use of ICT.	IT Infrastructure Library recommendation. (44 standards and policies).	Head of IST	25%	20%	Resources were diverted to the Hyper-V server project and other projects that will deliver energy and productivity savings. A review of the ITIL standards has been undertaken and the number of standards reduced to reflect the Council's priorities.
	ICT Strategy informing Service Investment Plans		Head of IST	October 2008	Delivered	
Legal Services	Develop a framework document for outsourcing legal work to obtain additional external support on a more systematic basis	Framework in place	Head of Legal Services	February 2009	Delivered	A consultant has been engaged and a draft plan submitted for discussion.
Council's Human Resource Strategy (Recruitment and Retention)	Implement the Local Government Recruitment Portal	Full implementation across the Council	Head of Human Resources	May 2008	Delivered	National launch of the portal delayed until November 2008, although Perth and Kinross Council have used the portal for all vacancies since August 2008 with 781 vacancies advertised by March 2009. Training continuing to maximise potential benefits of the portal as a recruitment tool.
Council's Human Resource Strategy (Recruitment and Retention)	Review the Council's recruitment and selection processes and implement improvement actions	Kaizen Event completed  Implement the milestone actions within agreed timeframe	Head of Human Resources	April 2008  100%	Delivered  75%	  Process improvements implemented with launch of National Recruitment Portal. Revised Action Plan for 2009/10 now approved.

KEY AREA FOR IMPROVEMENT	ACTIVITY	RELEVANT INDICATORS	LEAD	TARGET 2008/09	RESULT / OUTCOME	COMMENTS
Council's Human Resource Strategy (Recruitment and Retention)	Develop actions for Council as employer to enhance opportunities for those who want to work but find it difficult to access employment	Establish with Services a Local Employment Partnership with Job Centre Plus	Head of Human Resources	May 2009	Delivered	
IHRP	Implement an integrated Payroll/Personnel System	Implement the milestone actions within agreed timescales	Head of Human Resources / Head of Finance	100%	On Target	The iHRP Project Is on schedule in accordance with the Project Plan. Estimated date for project completion December.
The efficiency of the Revenues and Benefits Service	Review of the integration of the Housing & Council Tax Benefit service with Council Tax collection.	Review Complete	Executive Director	June 2008	Delivered	Revenues section of Corporate Services joined Housing & Community Care Services in October 2008
ICT Help Desk and support facilities across the Council  Source: ICT strategy & Governance Group	Introduce single point of contact for ICT problems across all Services excluding schools.	Single point of contact in place	Head of IST	December 2008	Delivered	Implemented as part of Partnership Agreement rollout.
Improve how information is managed across the Council	Develop an Information Management Strategy	Strategy approved	Head of IST	March 2009	Delivered	Strategy approved at SP&R Committee December 2008
Maintenance of operational Council buildings	Development of a building maintenance strategy and establishment of a planned and cyclic maintenance programme	Strategy in place	Head of Property	October 2008	Completed in draft	Strategy out for consultation March 2009.

KEY AREA FOR IMPROVEMENT	ACTIVITY	RELEVANT INDICATORS	LEAD	TARGET 2008/09	RESULT / OUTCOME	COMMENTS
		Cyclical maintenance programme (for all post April 2006 buildings)		50%	30%	Programme suspended, funding re-allocated to other budget heads to cover reductions in rental and fee income for 2008/09 arising from economic downturn.
Corporate Estates Management Services	To improve Estates Management	Kaizen the Estate Surveying functions	Head of Property	September 2008	Moved to September 2009	Estates Core Processes review commenced, kaizen questionnaire prepared and issued to stakeholders. Returns back by 13 March 2009. Thereafter the kaizen will be organised.

#### Service Area: Leadership and Direction

KEY AREA FOR IMPROVEMENT	ACTIVITY	RELEVANT INDICATORS	LEAD	TARGET 2008/09	RESULT / OUTCOME	COMMENTS
Council's Human Resource Strategy (Employee Relations and Development)	Value employees and contributions through consultation and communication	Employee Survey results	Heads of Service	+ 10% improvement	N/A	Next survey September 2009
		Internal IIP Assessment Results	Executive Director	Positive Interim Reviews	Completed	Interim internal reviews using IIP framework Autumn 2008 showed positive results in terms of continuous improvement.
		Business Improvement Meetings with all managers in Corporate Services	Executive Director	100%	Delivered	Business meetings were held with all 3 <sup>rd</sup> tier managers.

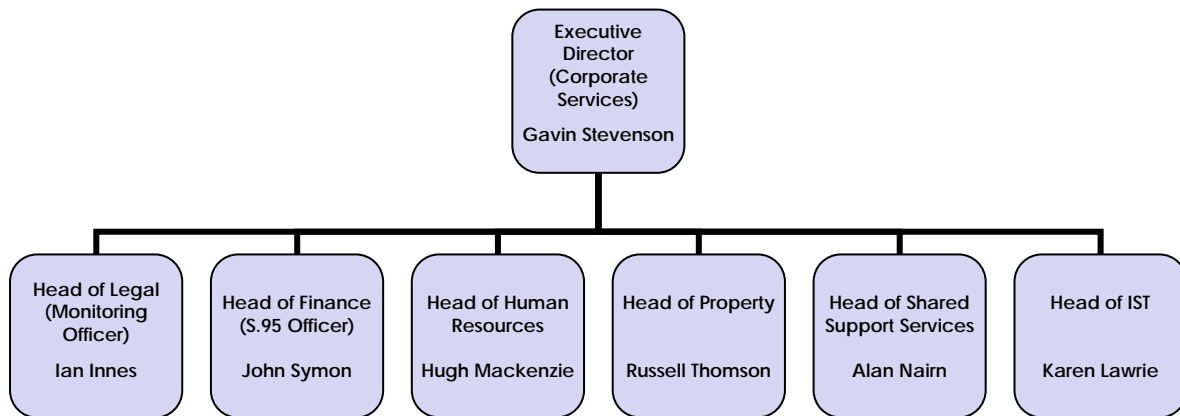
KEY AREA FOR IMPROVEMENT	ACTIVITY	RELEVANT INDICATORS	LEAD	TARGET 2008/09	RESULT / OUTCOME	COMMENTS
Council's Human Resource Strategy	Lead workforce planning across Corporate Services	Workforce Planning in operation	Executive Director	October 2008	Delivered	The Service's Workforce Plan is in operation.
Council's Human Resource Strategy	To have skilled and motivated employees who are equipped to deliver improved services and encouraged to achieve their potential	Number of ERD Training Plans completed	Executive Director	100%	51.68%	This activity is monitored on a regular basis and steps are being taken to improve in this area.
Council's Human Resource Strategy	Develop further, Corporate Services approach to Organisational Development	% of staff aware of the Council's Vision  % of 3 <sup>rd</sup> tier managers who are enrolled in the corporate leadership development event	Executive Director	90%  100%	100%  100%	Investors in People Internal Reviews were used as a mechanism to establish the percentage aware of the Council's vision.

### Service Area: Leadership and Direction

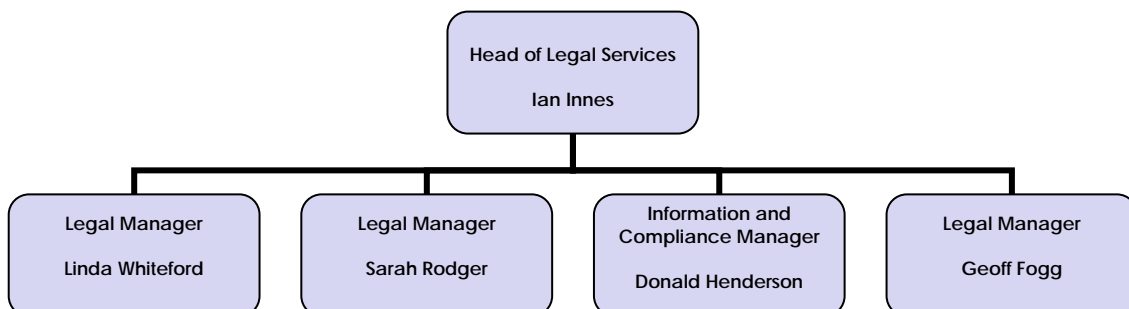
KEY AREA FOR IMPROVEMENT	ACTIVITY	RELEVANT INDICATORS	LEAD	TARGET 2008/09	RESULT / OUTCOME	COMMENTS
Health, Safety and Wellbeing	Develop robust Health and Safety leadership across the Council	Joint EOT/CMG development session for H&S Leadership	Executive Director	September 2008	Delivered	Took place June 2008

# Appendix 3: Organisational Structure

The management structure of Corporate Services as at 31 March 2009:

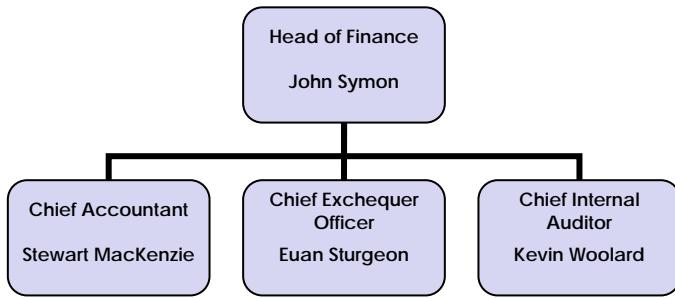


## Legal Services



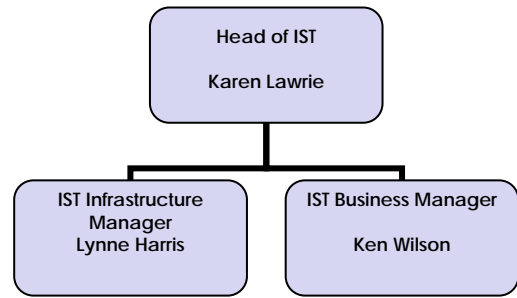
Head of Legal
Responsible for: <ul style="list-style-type: none"> <li>• Giving advice to ensure that the Council acts legally</li> <li>• Attending courts and tribunals on behalf of the Council</li> <li>• Licensing Board</li> <li>• Information compliance/Freedom of Information/Data Protection</li> <li>• Supporting the Council's corporate governance arrangements</li> <li>• Managing the Council's complaint system.</li> </ul>

## Finance



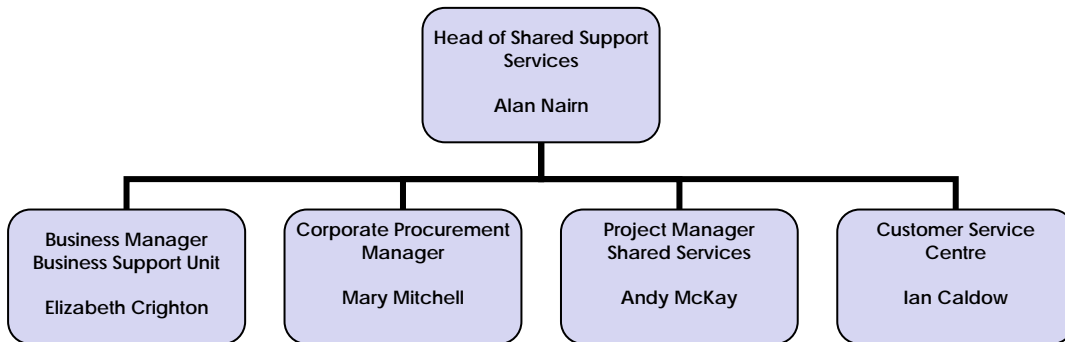
Head of Finance
Responsible for: <ul style="list-style-type: none"> <li>• Ensuring sound financial governance</li> <li>• Revenue and Capital budgeting and monitoring</li> <li>• Payroll</li> <li>• Purchase/Sales Ledger and financial systems Insurance and Incomes</li> <li>• Internal Audit</li> <li>• Treasury</li> </ul>

## IST



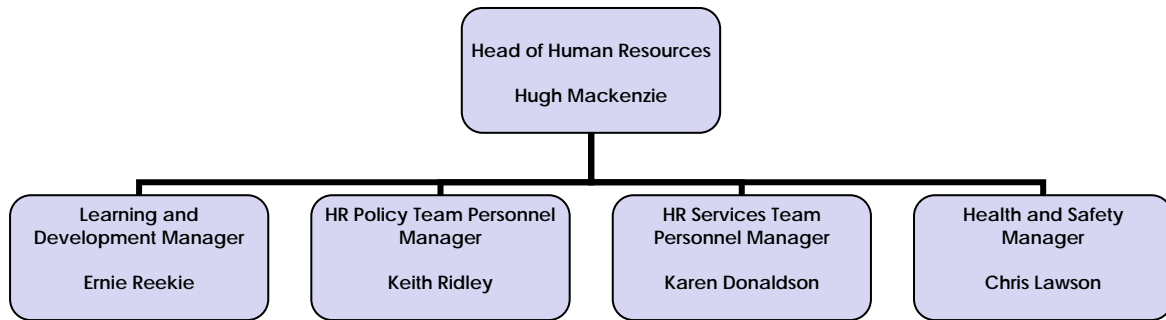
Head of Information Systems and Technology
Responsible for: <ul style="list-style-type: none"> <li>• ICT Strategy, advice and guidance</li> <li>• ICT consultancy</li> <li>• ICT Service Desk</li> <li>• ICT operations</li> <li>• ICT infrastructure management</li> <li>• Applications software development/ maintenance</li> </ul>

## Shared Support Services



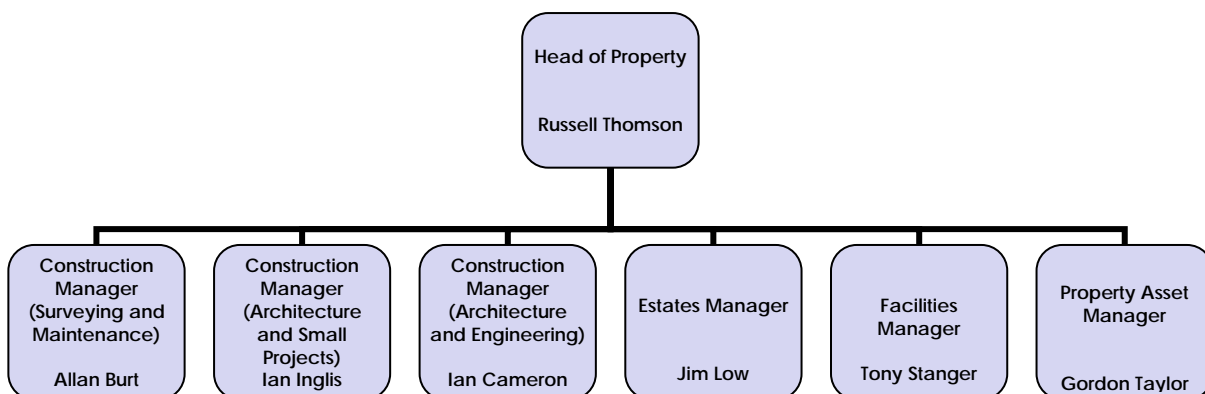
Head of Shared Support Services
Responsible for: <ul style="list-style-type: none"> <li>• Shared Services implementation</li> <li>• FOI Review</li> <li>• Management of the Business Support Unit</li> </ul>

## Human Resources



Head of Human Resources
Responsible for: <ul style="list-style-type: none"> <li>Health and Safety</li> <li>HR Policy and Single Status</li> <li>HR Services – resourcing, corporate recruitment, employee relations</li> <li>Development and Training</li> <li>Leading the implementation of the HR Strategy across the Council</li> </ul>

## Property



Head of Property Services
Responsible for: <ul style="list-style-type: none"> <li>Asset Management</li> <li>Estate Management</li> <li>Facilities Management</li> <li>Multi-disciplinary design (Architects, Engineers, Surveyors)</li> <li>Planned and unplanned maintenance</li> <li>Project Management.</li> </ul>