

REPORT TO: Policy and Resources Committee - 25 February 2008

REPORT ON: Personnel Department Service Plan 2007-2011

REPORT BY: Personnel Manager

REPORT NO.: 113-2008

1 PURPOSE OF REPORT

- 1.1 To seek Committee approval of the Personnel Department Service Plan 2007-2011.

2 RECOMMENDATION

- 2.1 It is recommended that the Committee approves the Personnel Department Service Plan 2007-2011 (Appendix 1).

3 FINANCIAL IMPLICATIONS

- 3.1 The projects and actions proposed within the Plan will be met from within the department's approved revenue budget.

4 MAIN TEXT

- 4.1 The Personnel Department supports the activities of other departments of the Council by promoting best practice in people management and enabling them to improve services to citizens. The attached Service Plan details how the department will apply the Council's approved Human Resources Strategy and contribute towards the key priorities set out in the Council Plan 2007-2011.

5 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 in connection with these.

6 CONSULTATION

- 6.1 The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance), Assistant Chief Executive (Management) and the Head of Finance have been consulted on this report.

7 BACKGROUND PAPERS

- 7.1 Dundee City Council Plan 2007-2011.

Iain Martin
Personnel Manager

18 February 2008

PERSONNEL DEPARTMENT

SERVICE PLAN 2007-2011

AND

ANNUAL ACTION PLAN FOR 2007-2008



PREFACE BY DEPUTE CONVENER OF THE POLICY AND RESOURCES COMMITTEE

The success of the City Council in achieving the strategic objectives and priorities set out in the Council Plan, depends largely on the skills, knowledge and experience of its employees. Services delivered to the people of Dundee by front line employees have to be planned and co-ordinated by managers and facilitated by the work of administrators and other specialist support employees.

The Personnel Department supports the activities of other departments of the Council by promoting best practice in people management and enabling them to improve services to citizens.

This service plan supports the Council Plan in its stated intentions of making the best use of its human resources over the next four years.

The plan will deliver the following priorities of the Council:-

- High employee motivation and job satisfaction.
- Lower employee absence rates.

The priority projects identified are:-

- Implement the Single Status Agreement.
- Review and develop the human resource plan.
- Carry out an employee survey and follow up action plan.
- Review and implement an absence reduction strategy.
- Encourage departments to achieve and retain the Investor in People standard.
- Encourage all departments to Healthy Working Lives awards.

Councillor Joe Morrow
Depute Convener of the Policy and Resources Committee

PERSONNEL DEPARTMENT SERVICE PLAN

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PERSONNEL DEPARTMENT

STRATEGIC DIRECTION

PURPOSE OF DEPARTMENT

The main purpose of the Personnel Department is to assist other departments of the Council to achieve their aims and objectives by facilitating the development, enlightened management and effective deployment of their employees. The aims of the Council's approved Human Resources Strategy are:-

- to ensure that appropriately skilled and motivated people are in the right place, at the right time, doing the right job in a safe manner;
- to develop organisational capacity through the recruitment and development of leaders, managers and employees using more efficient working processes in order to respond to the anticipated and future changes impacting on local government; and
- to achieve the integration of personnel policies, procedures and practices within service planning and performance management frameworks to ensure that they support and complement strategic corporate aims and visions.

STRATEGIC CHALLENGES

The most significant challenges facing the department in the next four years are:-

- Single Status implementation, including the hearing and disposal of appeals and the resolution of outstanding equal pay claims;
- reducing employee absence rates;
- against a background of declining numbers of school leavers and graduates, recruiting and retaining sufficient numbers of high calibre employees with the appropriate mix of skills to maintain and improve services to the public;
- reducing the number of work related incidents, illnesses and accidents;
- promoting more efficient systems of working.

ADDRESSING THE COUNCIL'S KEY PRIORITIES

The Council Plan sets out a number of key priorities for the Council as a whole. Council priorities where the Personnel Department can make a contribution are:-

- creating an attractive modern city to attract jobs across a range of sectors and retain people;
- helping all embrace lifelong learning;
- identify and reduce disadvantage, inequality and discrimination;
- improving and protecting the health and fitness of the population;
- being a leader in improving services in a sustainable way;
- Embracing modern broadband technology; and

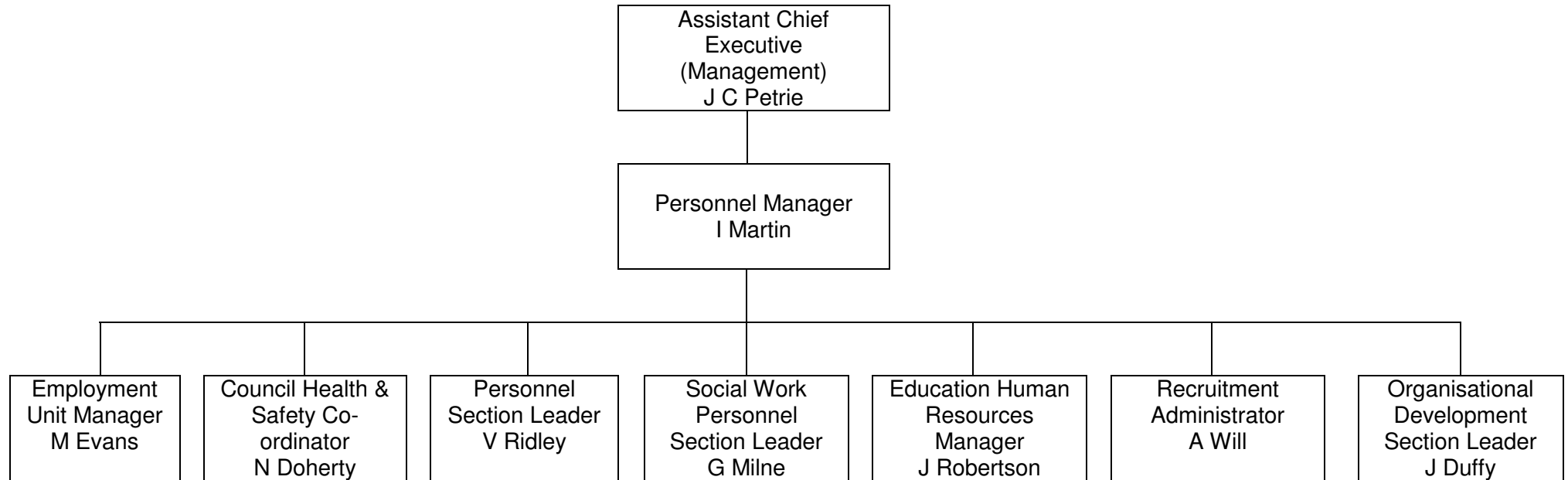
- delivering efficient services and keeping any Council Tax increases low.

To meet these priorities, the department will:-

- implement good employment policies and practices and promote the City Council as an employer of choice to attract and retain high calibre employees (and their families) in Dundee, and be an exemplar to other local employers;
- review and develop the human resource plan;
- carry out an employee survey and follow up action plan;
- encourage departments to achieve and retain the Investor in People standard and to support lifelong learning;
- encourage departments of the Council to comply with legislation and the Council's policies on equality and diversity and ensure that required employment monitoring is carried out;
- encourage all departments to obtain Healthy Working Lives awards to at least the bronze standard;
- review and implement an absence reduction strategy including full use of the occupational health service to conduct appropriate health surveillance to prevent work related illness/accident and identify appropriate treatments to facilitate earlier returns to fitness for work;
- provide a dedicated Corporate Health and Safety Section to lead the Council forward by providing health and safety support and guidance to achieve the best practice, recognising legal compliance as a minimum standard;
- reduce the number of reportable employee health and safety accidents by 25% from the current level of 87 per annum to 65 by 2011;
- implement all elements of the Council's Health and Safety Improvement Plan;
- produce and publish the Council's Annual Health and Safety Report;
- advise and assist departments to carry out structural reviews and lean service reviews in order to optimise efficiency and improve services;
- develop personnel intranet pages/electronic handbook;
- review XPT recruitment management system and participate in the development of the Scottish Local Government portal website to ensure the best outcomes for the Council;
- assist departments in all aspects of people management to enable them to deliver efficient services.

Iain Martin
Personnel Manager

PERSONNEL DEPARTMENT - MANAGEMENT STRUCTURE



PERSONNEL SECTION SERVICE PLAN

Strategic Issues

The Council aims to ensure the right people are doing the right jobs and that Personnel policies facilitate change and improvement. The section will lead the Council forward by providing Personnel policies and advice and guidance which reflects best practice and legislative requirements. This includes working with operational managers to improve their competence in dealing with Personnel matters.

Major challenges for the section over the coming 12 months are to assist with the implementation of single status and to review the HR strategy.

Objectives

The Section will provide advice and guidance on all conditions of service and policy matters to the Council and departmental management.

PERFORMANCE INDICATORS FOR PERSONNEL SECTION

Service Objective: Ensure appropriately skilled and motivated people are in the right place, at the right time, doing the job in a safe manner								
Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Absence percentage	1 April 2007	Down	Other Councils	(to be completed)	People	People	2005	2006
Employee Motivation and Satisfaction	Last employee survey	Up	N/A	(to be completed)	People	People	Previous Years	

PROJECTS FOR PERSONNEL SECTION

Service Objective: Provide advice and guidance on all Conditions of Service and Policy for the Council and department managers							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Implement Single Status	Jim Petrie	August 2007	October 2007	JCP	N/A	N/A	People & Equality
Review effectiveness of absence policy	Val Ridley	10 October 2008	1 April 2009	N/A	N/A	N/A	People & Efficiency
Review of Recruitment and selection procedures	Val Ridley Gillian Milne Janet Robertson	1 August 2007	31 March 2008	N/A	N/A	N/A	People, efficiency and equality
Develop a programme for reviewing Personnel policies and procedures	Val Ridley	1 Jan 2008	31 March 2008	N/A	N/A	N/A	People
Implementation of protection of vulnerable group legislation	Val Ridley Gillian Milne Janet Robertson	1 April 2009	Ongoing	To be confirmed			People Community Safety
Review and develop Human Resource Plan	Iain Martin	January 2008	Ongoing				People & Efficiency
Encourage all departments to obtain Health Working Lives Awards	Val Ridley	January 2008	Ongoing				People
Develop Personnel Intranet pages/electronic employee handbook	Adam Derby	January 2008	October 2008				People

HEALTH AND SAFETY SECTION SERVICE PLAN 2007-2011

Strategic Issues

The Council aims to provide and maintain a health and safety culture in which opportunities for accidents and occupational ill health are eliminated by the effective management of health, safety and welfare. The Section will lead the Council forward by providing health & safety policies and guidance that provides clear support and direction to achieve best practice, recognising legal compliance as a minimum standard. This includes the promotion and development of health & safety plans to improve standards. The Section also has a role to monitor and evaluate the health & safety performance, to motivate management to take effective measures to reduce health & safety losses and improve performance.

Objectives

- Providing health and safety policies and guidance that provide clear support and direction to achieve best practice, recognising legal compliance as a minimum standard.
- Providing health and safety training opportunities for all levels of management and employees to enable those persons to discharge their duties with due regard for health and safety.
- Promoting and co-ordinating the development of health and safety plans to improve standards and their implementation for the benefit of all who may be affected by the Council's work activities.
- Monitoring and evaluating health and safety performance to motivate management to take effective measures to reduce health and safety losses and improve performance.

PERFORMANCE INDICATORS FOR HEALTH AND SAFETY

Service Objective: Lead the Council forward by providing competent corporate health and safety support and guidance								
Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link EFQM	Previous Trends	Years
Provide and Maintain Health & Safety Toolkit	Issued 2005	Update Annually	ABC Benchmarking Group	ND	Health & Safety	Key Result	Reviewed June 06	Reviewed June 07
Provide re-active advice upon request	Records of advice issued	Respond within 48 hours	Audited by ABC Benchmarking Group	ND	Health & Safety	People	203 Enquiries in 2006	105 Enquires in 2007
Provide and Maintain Appropriate Corporate Health & Safety Policies and Guidance to meet needs of Departments	Toolkit 2007	Revise Annually	ABC Benchmarking Group	ND	Health & Safety	Customer Satisfaction	Policy Reviewed Dec 06	Policy Reviewed Dec 07
Service Objective: Provide suitable health and safety training opportunities for all levels of management and employees								
Provide health & safety training programme to meet Departmental needs	Issue Annually	Issue programme annually in December	ABC Benchmarking Group	KR	Health & Safety	Customer Satisfaction	Include in Annual report	
Maintain records of training delivered	Deliver Planned programme	Records updated within 48 hours	Audited by ABC Benchmarking Group	All	Health & Safety	Customer Satisfaction	767 trained in 2006/07	
All delegates receive course evaluation forms	All Delegates	All delegates	Audited by ABC Benchmarking Group	Course Tutor	Health & Safety	Customer Satisfaction	Positive Feedback	

PERFORMANCE INDICATORS FOR HEALTH AND SAFETY

Service Objective: Promote and co-ordinate the development of corporate health and safety plans to improve performance								
Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link EFQM	Previous Trends	Years
Develop and provide a Corporate Health & Safety Plan	Issued 2005	Review Annually	ABC Benchmarking Group	ND	Health & Safety	Key Result	Reviewed June 06	Reviewed April 07
Develop and new Corporate Health & Safety Plan for 2008 to 2011	Issue January 2008	Review Annually	ABC Benchmarking Group	ND	Health & Safety	Key Result	3 year plan	Review Dec 08
Service Objective: Monitoring and evaluating health and safety performance to improve future performance								
Analysis (and reduction?) of Health & Safety Incidents	Monitor quarterly	Down	ABC Benchmarking Group	CP	Health & Safety	People	495 Incidents 2006/07	
Annual Health & Safety Report	Issued Annually	July Annually	HSE Guidance	ND	Health & Safety	Key Result	Produced 2006	Produced 2007
Topic Specific Inspections/Surveys	Corporate H & S Plan	Increase	Audited by ABC Benchmarking Group	ND	Health & Safety	Key Result	18001 Self Audit March 06	

ORGANISATIONAL DEVELOPMENT SECTION SERVICE PLAN

Strategic Issues

To promote methodology and theories of Lean Service to promote continuous improvement in customer service, and to ensure that staff have high quality learning opportunities to enable them to provide excellent customer services in line with Lean Service theories.

This is in line with the Council's plans.

Objectives

To provide learning opportunities to enable staff to develop and deliver excellent customer services in line with DCC policies

To conduct systems reviews to enable services to design and implement improved customer services.

PERFORMANCE INDICATORS FOR ORGANISATIONAL DEVELOPMENT SECTION

Service Objective: To provide learning opportunities to enable staff to develop and deliver excellent customer services in line with DCC policies								
Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link to EFQM Criteria	Previous Years Trends	
Customer satisfaction from training feedback scores		up	N/A	Trainers	People	N/A	N/A	
Staff satisfaction survey - number of negative comments	to be established	down	N/A	Section Leader	People	People Results	N/A	
Service Objective: To conduct systems reviews to enable services to design and implement improved customer services								
Number and scope of systems reviews	To be established	up	N/A	Section Leader	Improved services	Processes	N/A	
Reduction in failure demand	To be established service by service	down	N/A	Section Leader	Improved services	Processes	N/A	

PROJECTS FOR ORGANISATIONAL DEVELOPMENT SECTION

Service Objective: To provide learning opportunities to enable staff to develop and deliver excellent customer services in line with DCC policies							
Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Review range and Content current of Training courses	Jim Duffy	November 07	February 08				People
Develop e learning materials	Jim Duffy	March 07	March 08				People
Develop new training facilities (reduce costs and enhance course delivery)	Jim Duffy	October 07	December 07				People
Service Objective: To conduct systems reviews to enable services to design and implement improved customer services							
Complete work packages allocated by Dundee House Project Board	Jim Duffy	May 07	June 09				Improve services
Conduct various service reviews using Lean Service principles	Jim Duffy	March 07	Ongoing				Improve services

EMPLOYMENT UNIT SERVICE PLAN

Strategic Issues

The Council aims to combat the problem of inequality of employment opportunity for disabled and disadvantaged people.

The section will create employment opportunities for disabled people and assist people with disabilities/disadvantage to find and maintain work in the open labour market.

Objectives

Providing an employment support service to people with disabilities to access job opportunities.

Provide Work Experience Placements for disabled/disadvantaged people with local employers.

Support local employers, including Dundee City Council, to recruit and retain job applicants or employees with disabilities.

PERFORMANCE INDICATORS FOR EMPLOYMENT UNIT

Service Objective: Providing an employment support service to people with disabilities to access job opportunities								
Performance Measure	Baseline	Target or Direction	External Comparison	Responsible for data collection	Link to Strategic Theme	Link EFQM	Previous Years Trends	
Attract new referrals to use the service	200 clients	Update annually	None	MJE			2006 219	2005 223
Support disabled people into local jobs	100 clients	Update annually	None	MJE			132	102
Service Objective: Provide Work Experience Placements for disabled/disadvantaged people with local employers								
Deliver Work Experience Placements	80	Update annually	None	MJE			2006 82	2005 89
Service Objective: Support local employers, including Dundee City Council, to recruit and retain job applicants or employees with disabilities								
Support local employers	30	Update annually	None	MJE			2006 51	2005 35

EQIA SCREENING FOR PERSONNEL DEPARTMENT

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
Single Status	L	L	L	L	L	L	L	L	Full EQIA completed by external consulted				
Review effectiveness of absence policy	M	M	M	L	L	L	L	L	No monitoring data				
Review of recruitment and selection procedures	L	L	L	L	L	L	L	L					
Develop a programme for reviewing Personnel Policies and procedures	L	L	L	L	L	L	L	L					
Implementation of protection of vulnerable group legislation	L	L	L	L	L	L	L	L					
Encourage all departments to obtain Health Working Lives Awards	L	L	L	L	L	L	L	L					
Develop Personnel Intranet pages/electronic employee handbook	L	L	L	L	L	L	L	L					
Health and Safety	L	L	L	L	L	NA	L	L	The Council's Health & Safety Policy provides a system for the management of health & safety risks. The policy is aimed at controlling and managing health & safety risks in our work activities which could adversely affect any employee or member of the public. The impact of the policy will be monitored through auditing & surveys.	7 ?	ER	ND	01/08

Policy/Function	Equality Group								Evidence	Equality Indicator	Decision	Lead Officer	Target Date
	AGE	DEP	DIS	GEN	LGBT	OFF	REL	RACE					
Aggression and Violence Reporting	L	L	L	M	M	L	M	M	Equalities data is not currently collected on the Aggression/Violence Report Form. Form needs to be revised, then monitored.	M	ER	ND	6/08
Review range and content of current training courses	L	L	L	L	L	L	L	L					
Develop e-learning materials	L	L	L	L	L	L	L	L					
Develop new training facilities	L	L	L	L	L	L	L	L					
Complete work packages allocated by Dundee House Project Board	L	L	L	L	L	L	L	L					
Conduct various service reviews using Lean Service principles	L	L	L	L	L	L	L	L					

Explanation of Terms:	Possible Decisions
DEP: People with dependents DIS: People with disabilities GEN: Gender LGBT: People who are lesbian, gay, bisexual or transgender OFF: People with an offending past REL: People with differing religious beliefs	SP: Place as an equality action in service plan* FIA: Complete a full Impact Assessment ER: Complete an equality screening at next review * This may include formal service plans, team plans or individual job plans

EQUALITY ACTION PLAN - HEALTH AND SAFETY SECTION

Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
Revise Aggression/ Violence Report Form	ND	01/08	06/08	--	--	--	Equalities

FULL EQUALITY IMPACT ASSESSMENT

Department Personnel				Section Health & Safety		EQIA Team ND, GMcK, BD		
Name of the Policy	Council Health & Safety Policy			Date of the Assessment	September 2007	New or Existing Policy	Existing - Dated December 2006	
Screening results Insert Low/Med/or High	Age L	Dependants L	Disabled L	Gender L	LGBT L	Offenders L	Race L	Religion L
Equality Indicators and Evidence (Data, research and consultation with expert groups) <p>The policy reviews cover the implementation of the Council's Health & Safety Policy by Council Departments, to ensure a fair and consistent application of the policy.</p> <p>Preliminary research of this data shows that not all Departments have yet revised their existing Departmental Health & Safety Policy in line with the Council's new Policy.</p>								
1. Background <p>The aim of the policy is to enable the effective management of health & safety for all Council employees. Departments are to revise their own policies and to manage their health and safety risks. Risk assessments and to be reviewed and monitored by Departmental health and safety committees. The main stakeholders are chief officers, employees and trade unions.</p>								
2. Data/Research <p>The development a the current Health & Safety Policy involved full consultation with the Trade Unions, Health & Safety Officers, Departmental Health & Safety Co-ordinators and Chief Officers. Minutes are available as evidence of this consultation and all drafts of the document prior to approval. An OHSAS 18001 audit was conducted in March 2006 with an Action Plan being produced in December 2006.</p>								
3. Expert groups <p>The following groups have been consulted and will continue to be throughout the review process: Council Health & Safety Committee, Health & Safety Co-ordinators Group & the Council management Team.</p>								

<p>4. Assessment of Impact</p> <p>There is a low risk of the policy having an adverse impact upon any on any minority group.</p>
<p>5. Reducing Adverse Impact</p> <p>Monitoring the implementation of the Council's Health & Safety Policy</p>
<p>6. Formal Consultation</p> <p>The expert groups in section 3 will continue to be consulted again on future reviews of the policy.</p>
<p>7. Publication of Findings</p> <p>This document summarises EQIA findings for the service plan and will be available on the council Equality and Diversity website. Alternative published format available on request.</p>
<p>8. Monitoring and Review</p> <p>The adverse impact risks will be reviewed twelve months after any decision to change and the whole policy will be reviewed every three years.</p>
<p>Signature of Lead Neil Doherty</p>
<p>ACTION REQUIRED</p> <p>1. Policy to be reviewed in June 2008.</p>

SUSTAINABLE DEVELOPMENT - PERSONNEL DEPARTMENT

Sustainability Action Plan - Evidence of Service contribution towards Sustainability Policy

Sustainability Policy Principle	Y/N	Project Description	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme
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1. Compliance with Environmental Legislation *(is the Department undertaking any projects that contribute to):*

a. Protecting the environment by complying with the statutory requirements for Strategic Environmental Assessment (SEA).	N								
b. Improving sustainability performance through the Council's Best Value Audit Improvement Plan	N								

2. Energy & Water *(is the Department undertaking any projects that contribute to):*

a. Reducing CO ₂ emissions from its activities	N								
b. Promoting energy efficiency and energy from renewable sources	Y	Department promotes energy saving		2007	2011				
c. Using water efficiently within its premises	N								

3. Purchasing & Procurement *(is the Department undertaking any projects that contribute to):*

a. Promoting the use of recycled and recyclable products and disposing of in an environmentally responsible way	Y	Separates into glass bin and paper bin to recycle		2007	2011				
b. Implementing the Council's Fair Trade policy and promoting the use of fair trade products	N								
c. Encouraging Council contractors and suppliers to improve their environmental performance	N								

4. Travel & Transport *(is the Department undertaking any projects that contribute to):*

a. Implementing the Council's Travel Plan	Y	Lease car sharing and public transport where available		2007	2011				
b. Encouraging greater use of public transport, walking and cycling as an alternative means of travel	Y	Encourage walking and cycling through Healthy Working Lives		2007	2011				
Increasing the usage of cleaner fuels in Council vehicles	N								

5. Built Environment (is the Department undertaking any projects that contribute to):

a. Protecting the quality of the city's built heritage	N								
Enhancing the city centre and local environments through regeneration	N								
c. Sustainable design, construction and maintenance of buildings and infrastructure	N								

6. Open Spaces & Woodlands (is the Department undertaking any projects that contribute to):

a. Protecting and enhancing the quality of the city's greenspace and woodlands	N								
b. Promoting leisure and access opportunities to greenspace and woodlands	N								

7. Natural Heritage (is the Department undertaking any projects that contribute to):

a. Protecting and enhancing biodiversity	N								
b. Promoting awareness of Dundee's natural heritage	N								

8. Waste Management (is the Department undertaking any projects that contribute to):

a. Minimising the generation of waste	Y	Use of email where possible Double sided copying		2007	2011				
b. Encouraging re-use and recycling	Y	Paper and glass recycling		2007	2011				
c. Maximising economic opportunities arising from waste generation	N								

9. Minimising & Remediating Pollution (is the Department undertaking any projects that contribute to):

a. Minimising impact to air and water quality	N								
b. Reducing Noise intrusion	Y	Noise measurements as requested by departments		2007	2011				
c. Monitoring the remediation of contaminated land	N								
d. Reducing land dereliction	N								

10. Communication & Environmental Reporting (is the Department undertaking any projects that contribute to):

a. Implementing the Sustainability Policy principles in its activities	Y	Wherever possible, see above							
b. Monitoring and reviewing the Council's environmental performance and reporting on progress	N								
c. Consulting and informing the public on the Council's environmental policies and practices	N								
d. Encouraging and promoting sustainability issues to other organisations.	N								

RISK MANAGEMENT FOR PERSONNEL DEPARTMENT

Risk Register					
Service Objective	Nature of risk	Overall Assessment of Probability and Severity (P x S)	Risk Controls	Business Continuity Implications	Lead Officer
Departments to comply with Personnel Policies	Failure to comply could increase claims, staff leaving, low moral, poor recruitment of staff, injury & ill health, increase likelihood in prosecution, loss of reputation	4 x 3 =12	Personnel Policies are supported by training/briefing sessions for departmental managers. Access to competent advice to assist Departmental management comply, is provided by Personnel Officers.	Risk is now 2x3 = 6	IM
Recruitment and retention of competent employees	Failure in the recruitment and selection process of new employees could lead to employee unrest, increased claims, under performance, direct impact upon delivery of services.	3 x 4 =12	Department has a good reputation within the Council and is able attract competent employees.	Risk is now 3x3 = 9	IM
Compliance with terms and conditions of employment	Risk that terms and conditions of employment are not met, leading to failure to comply with employment law.	3 x 3 = 9	See point one above. Access to competent advisers reduces the possibility of compliance failure.	Risk is now 2x3 = 6	IM
Delivery of Job Evaluation Scheme including the implementation of fair pay and grading structure	Failure to implement scheme effectively could lead to poor employee relations, low morale, high staff turnover, poor industrial relations, adverse effect on service delivery	3 x 4 =12	Significant progress is being made regarding meeting the requirements of single status.	Risk is still 3x4 = 12	JP

Service Objective	Nature of risk	Overall Assessment of Probability and Severity (P x S)	Risk Controls	Business Continuity Implications	Lead Officer
Implementation of Health & Safety Policies and Guidance	This could lead to increase in accident rate, inadequate control of risks, increase in liability claims, increased risk of prosecution, loss of reputation, increased sickness absence rates, inability to defend claims, increased insurance premiums, budgetary overspends and failure to deliver effective services	$3 \times 4 = 12$	The H & S Section is actively monitoring Department's performance. Completed the 18001 H&S Audit. Action plan has been developed and approved. H&S Section will monitor department's progress.	Risk at present is still $3 \times 4 = 12$	ND
Training and organisational development of management and employees to deliver Council Services	Insufficient numbers of competent and skilled staff, with the appropriate abilities and motivation required to deliver Council objects resulting in poor management decisions, increase in training demands, increase in training costs and failure to deliver service objectives	$4 \times 3 = 12$	Organisational Development has developed training courses to achieve national accreditation, to enhance the performance of Council employees	Risk is now $3 \times 3 = 9$	JD
Provide training to meet the needs and aspirations of the Council	Failure to deliver high quality training at reasonable cost could lead to poor decision making, low morale, increase in staff turnover, failure to meet service objective	$3 \times 3 = 9$	Organisational Development has developed training courses to achieve national accreditation, to enhance the performance of Council employees	Risk is still $3 \times 3 = 9$	JD
The provision of competent advisors and managers to deliver competent personnel and health and safety advice	Failure to provide competent managers and employees will lead to the provision of poor personnel and health and safety advice to increasing the risk of civil claims, increased liabilities, the inability to defend potential claims and increased likelihood of prosecution due to failures to meet legal requirements	$2 \times 4 = 8$	A Health & Safety Improvement Plan is being developed to address issues raised by the 18001 Audit. Action plan was approved by the Council Management Team in December 2006.	Risk is still $2 \times 4 = 8$	JP + ND

HUMAN RESOURCE PLAN FOR PERSONNEL DEPARTMENT

Workforce Planning

Service Objective	Workforce change ¹	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	Strategic Theme (Secondary)
Improved Personnel support to Education Department	Outposting of Personnel Team to Education	Janet Robertson	2006	Review annually				Efficiency
Improved Personnel support to Social Work Department	Outposting of Personnel Team to Social Work	Gillian Milne	2006	Review annually				Efficiency

¹ Insert description of workforce change e.g. new team set up, redesignate types of job, structure review, growth of type of job, redeployment. In addition to Human Resources as a theme in the Corporate database you should add a secondary theme if the change also relates to another theme e.g. Health and Care.

HUMAN RESOURCE PLAN FOR PERSONNEL DEPARTMENT

Training

Training Need	Lead Officer	Start Date	End Date	Revenue Budget Allocation	Capital Budget	External Funding (state source)	FTE to be trained	Strategic Theme (Secondary)
Review of Recruitment and Selection procedures	Val Ridley	Apr 08	Sept 08				All PO's	People
Implementation of protection of vulnerable group legislation	Val Ridley	Dates still to be set					All PO's	People
Lean Systems Training to improve efficiency of service and promote culture of continuous improvement	Jim Duffy	Apr 07	Ongoing				All PO's and middle managers	Efficient public service

BEST VALUE REVIEWS AND OPTION APPRAISALS FOR PERSONNEL DEPARTMENT

Review Description	Service Plan Objective	Lead Officer	Start Date	End Date	Revenue Budget Allocation	External Funding (state source)	Strategic Theme
Review XPT recruitment advertising and management system in the light of the development of a portal website for Scottish Councils which will have an alternative back office system	To ensure that recruitment advertising is efficient and cost effective	Gaynor Myles	2007	end of 2009			Efficiency

FINANCIAL PLAN FOR PERSONNEL DEPARTMENT

Strategic Financial Outlook

Cost Pressures

- requirement to meet budgetary savings and maintain income; and
- implementation of new Single Status grade structure.

Financial Risks

- successful Single Status appeals could possibly increase staff costs.

Options

- review need to fill any posts becoming vacant; and
- provide training/advice to enable departments to do more low level personnel work/administration themselves.

Savings and Efficiencies

- reduce absence rates;
- improve efficiency of processes;
- procurement of supplies and services; and
- increase online transactions, eg job applications.

INDICATIVE FINANCIAL RESOURCES AVAILABLE - PERSONNEL DEPARTMENT

- 1 **Revenue Budget** - the following amounts are included in the Council's 2007-2010 Revenue Budget:-

	<u>Final</u> <u>2007/08</u> <u>£000</u>	<u>Provisional</u> <u>2008/09</u> <u>£000</u>	<u>Provisional</u> <u>2009/10</u> <u>£000</u>
Personnel			
Gross Expenditure	2,021	2,075	2,121
<u>Income</u>			
Contributions from Other Bodies	39	40	40
Other Income	44	45	45
Internal Recharges –			
Training	70	70	70
Corporate & Democratic Core	177	182	187
Central Support Recharge	<u>1,691</u>	<u>1,738</u>	<u>1,779</u>
Total Income	<u>2,021</u>	<u>2,075</u>	<u>2,121</u>
Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>
Employment Development Unit			
Gross Expenditure	741	731	741
<u>Income</u>			
Grants Received –			
Sheltered Placement Scheme	304	312	320
Mental Illness	30	31	32
Working for Families	40	-	-
ESF	143	149	153
Contributions from Local Authorities	179	182	187
Other Income	<u>2</u>	<u>2</u>	<u>2</u>
Total Income	<u>698</u>	<u>676</u>	<u>694</u>
Net Expenditure	<u>43</u>	<u>55</u>	<u>47</u>
 Total	 <u>43</u>	 <u>55</u>	 <u>47</u>

(Attach copy of departmental pages from 3-Year Revenue Budget volume)

- 2 **Capital Budget** – there is no specific provision for Personnel in the Council's 2007-2010 Capital Plan :
- 3 **Other Financial Resources** – it is currently anticipated that there will be no other funding streams available to the Department over the period 2007-2010.