

REPORT TO: Policy and Resources Committee - 28 June 2010

REPORT ON: Personnel Department Service Plan

REPORT BY: Head of Personnel

REPORT NO.: 339-2010

1 PURPOSE OF REPORT

- 1.1 To seek approval for the Personnel Department Service Plan.

2 RECOMMENDATION

- 2.1 It is recommended that Committee approves the Personnel Department Service Plan attached as Appendix 1.

3 FINANCIAL IMPLICATIONS

- 3.1 Projects proposed in the Plan are provided for in the department's Revenue Budget and Capital Plan.

4 MAIN TEXT

- 4.1 The Personnel Department Service Plan has been developed in line with the Council Plan with a view to assisting the Council in delivering the Single Outcome Agreement and improving efficiency.
- 4.2 It is proposed that all employees of the Personnel Department are briefed on the Service Plan and team plans developed accordingly.

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.

6 CONSULTATIONS

- 6.1 The Chief Executive, Depute Chief Executive (Support Services) and Director of Finance have been consulted in the preparation of this report

7 **BACKGROUND PAPERS**

7.1 None.

I Martin
Head of Personnel

18 June 2010

PERSONNEL DEPARTMENT SERVICE PLAN 2010-2012

Strategic Statement by the Head of Personnel

This service plan sets out how the Personnel Department will meet the aims of the Council Plan to deliver the outcomes for the citizens of Dundee as expressed in the Single Outcome Agreement and to improve services and become a Best Value Council. The Personnel Department is responsible for providing advice and guidance on all Personnel matters to departments to ensure the Council's workforce is equipped/best placed to achieve the Council's objectives. It aims to enhance the individual and collective contribution of employees to the performance of Dundee City Council.

Our Role in Fulfilling the Council Plan

The Council Plan sets out a number of key priorities for the Council as a whole. The most relevant Council priorities for the Personnel Department are:-

- a working City - through the Personnel Department's contribution to the Employability Agenda;
- Council employees will have high job satisfaction - through Personnel policies and practice which ensures employees are recognised, motivated and treated fairly and consistently;
- the Corporate Improvement programme - through initiatives including mobile/flexible working.

Key Challenges from the External Environment

The key external pressures facing the department are:-

- financial pressures to achieve savings whilst striving to assist the Council to be an 'Employer of Choice';
- Best Value external inspections of council governance and performance;
- employment legislation;
- the impact of national and local demographics and impact on workforce planning.

Key Department Priorities

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

- workforce planning;

- review corporate Personnel policies to reduce employee absence, accidents and ill health;
- introduction of an appraisal and development system linked to delivering service plan performance objectives.

Taking the Department Forward

In order to build the Personnel 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 of the Personnel Department have clarity regarding their work objectives and receive the required learning and development through the Performance and Development Framework;
- commit to corporate electronic records document management system;
- adopt mobile and flexible working practices to improve productivity and efficiency;
- commit to working with the Council's partners and exploring shared service opportunities;
- commit to sustainable development by considering the health of the workforce.

Department Objectives

- Develop a workforce plan setting out the Council's requirements for the future to ensure appropriately skilled and motivated employees are in the right place at the right time.
- Prevent and reduce the levels of employee absence and accidents in the Council.
- Provide advice and guidance on all conditions of service and policy for the Council and departmental managers.
- Monitor the balance of new recruits and promoted posts and introduce measures to improve the overall ratio consistent with Single Equalities Scheme.
- Provide training and development opportunities and process for all staff or staff groups linked to delivering their service plan performance objectives.
- Provide competent health and safety support, guidance and training.
- Monitor and evaluate health and safety to improve future performance.
- Support local employers, including the Council, to recruit and retain job applicants or employees with disabilities.

Objective: Develop a workforce plan setting out the Council's requirements for the future to ensure appropriately skilled and motivated employees are in the right place at the right time.

Action Plan	Lead Officer	Completion Date
Develop and implement corporate guidance on workforce planning	V Ridley/ G Milne	Oct 2010
Develop and implement corporate exit interview guidance	G Milne	Dec 2010
Conclude pilots in relation to Chief Officers and Social Care Officers	V Ridley/ G Milne	Oct 2010

Performance Indicators for this objective	Baseline	Target
Percentage of Council departments recording and monitoring workforce planning activity using corporate template	0%	100%
Percentage of Council departments carrying out exit interviews	25%	100%

Objective: Prevent and reduce the levels of employee absence and accidents in the Council.

Action Plan	Lead Officer	Completion Date
Implement a revised Procedure for Managing Sickness Absence	V Ridley	Sept 2010
Implement training programmes to support sickness absence management and Health and Safety procedures	V Ridley / N Doherty	April 2011
Encourage and support Council departments to achieve and maintain minimum standard of bronze HWL award	V Ridley	Dec 2011
Explore benchmarking with external organisations with the objective of improvement	V Ridley / N Doherty	June 2011

Performance Indicators for this objective	Baseline	Target
Average number of days absence due to sickness per FTE employee	13.65 days	10 days
Average number of Teachers days absence due to sickness per FTE employee	9.98 days	8 days
Percentage of Council departments awarded bronze HWL award	20%	100%

Objective: Provide advice and guidance on all conditions of service and policy for the Council and departmental managers.

Action Plan	Lead Officer	Completion Date
Review Personnel policies in accordance with programme and in response to legislation, etc	V Ridley	Ongoing April 2012
Implement revised handbook	A Derby	Aug 2010
Implement a Re-evaluation Procedure	A Adamson	Dec 2010
Develop and implement corporate guidance in relation to the Protection of Vulnerable Groups legislation	G Milne	Dec 2010
Develop a project plan in relation to Equal Pay	V Ridley	Dec 2010

Objective: Monitor the balance of new recruits and promoted posts and introduce measures to improve the overall ratio consistent with Single Equalities Scheme.

Action Plan	Lead Officer	Completion Date
Fully implement National Recruitment Portal	G McLean	Aug 2011
Carry out employment equality monitoring	A Derby	June 2010 & annually

Performance Indicators for this objective	Baseline	Target
Percentage of employees in top 5% salary banding that are female	28.5%	increase
Percentage of online applications	95%	98%

Objective: Provide training and development opportunities and process for all staff or staff groups linked to delivering their service plan performance objectives.

Action Plan	Lead Officer	Completion Date
Deliver a Leadership Programme for Senior Officers	I Martin	Oct 2010
Revise and re-issue corporate induction pack	V Ridley	Dec 2010
Develop e-learning strategy	I Martin	Dec 2010
Ensure all Council departments adopt corporate Performance Development Framework	V Ridley	April 2011

Performance Indicators for this objective	Baseline	Target
Percentage of employees who have received an Employee Performance and Development Review	33%	100%

Objective: Provide competent health and safety support, guidance and training.

Action Plan	Lead Officer	Completion Date
Provide and maintain Health and Safety Toolkit	N Doherty	Ongoing April 2012
Provide and maintain appropriate corporate health and safety policies and guidance to meet legislative requirements and the needs of departments	N Doherty	Ongoing April 2012
Provide proactive and reactive health and safety advice upon request	N Doherty	Ongoing April 2012
Provide health and safety training programme to meet departmental needs	N Doherty	Ongoing April 2012
Maintain records of health and safety training delivered	N Doherty	Ongoing April 2012
All delegates on health and safety training receive course evaluation forms, which are analysed	N Doherty	Ongoing April 2012

Performance Indicators for this objective	Baseline	Target
Provide and deliver a Corporate Health and Safety Training Programme to meet the needs of Departments	Train 600 employees per year	10% of fte workforce to receive H&S training per year
Provide upon request both reactive and proactive health and safety advice and guidance.	40% of requests are currently pro-active	45% of requests to be pro-active requests

Objective: Monitor and evaluate health and safety to improve future performance.

Action Plan	Lead Officer	Completion Date
Develop, update and monitor implementation of the Corporate Health and Safety Plan for 2008-2011	N Doherty	April 2011
Provide and develop a Corporate Health and Safety Plan for 2011-2015	N Doherty	December 2011
Provide a programme of Occupational Health Surveillance, through an external provider, to monitor the occupational health of our employees who are exposure to hazardous agents	N Doherty	Review Annually
Increase topic specific health and safety inspections/surveys	N Doherty	Ongoing April 2012

Performance Indicators for this objective	Baseline	Target
Monitor implementation of the Corporate Health and Safety Plan and report to the Council Management Team	Annually	Include in Annual H&S Report
Provide a report on the quarterly analyses of accidents for the Council Management Team and Trade Unions on a quarterly basis	90 employee RIDDOR* Incidents per year	5% annual reduction in employee RIDDOR incidents
Provide an annual report on the Management of Aggression and Violence	680 incidents per year	A reduction in the number of incidents
Ensure that occupational health surveillance is available for employees who are exposed to hazardous agents during the course of their work	75% of our employees are to be fit, for task with no adjustment	80% of our employees are to be fit for task with no adjustment

RIDDOR - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995*

Objective: Support local employers, including the Council, to recruit and retain job applicants or employees with disabilities.

Action Plan	Lead Officer	Completion Date
Attract appropriate referrals of unemployed people with disabilities	M J Evans	Ongoing 2012
Support people with disabilities to access or maintain employment in the labour market	M J Evans	Ongoing 2012

Performance Indicators for this objective	Baseline	Target
Referrals to the Employment Unit	100	120
Number of Work Experience Placements secured	30	35
Number of jobs secured	40	45
Number of presentations given by staff of the Unit	10	20

Risk Register : Personnel Department

The Register includes an assessment of probability on a scale of 1 to 6:

1	unlikely	in the opinion of the assessors it will not happen
2	possible	although possible, has not happened so far and is unlikely to happen
3	quite possible	has happened to neighbouring Councils and could happen here
4	likely	has happened in the past and can be expected to happen sometime again
5	very likely	has happened in the last three years and can be expected to happen again/accident waiting to happen
6	almost certain	has happened several times a year and can be expected to continue happening

The probability assessment is coupled to an assessment of severity, on a scale of 1 to 5. This rates the impact of the risk materialising as: **insignificant** (1); **minor** (2); **significant** (3); **major** (4); or **catastrophic** (5).

Service Objective	Nature of risk (1)	Overall Assessment of Probability and Severity (P * S) (2)	Risk Controls (3)	Business Continuity Implications (4)	Lead Officer for managing the risk (5)
Develop a workforce plan setting out the Council's requirements for the future to ensure appropriately skilled and motivated employees are in the right place at the right time.	Failure in workforce planning could result in employees lacking essential key skills to effectively deliver services on behalf of the Council	4 x 3 = 12	The Council is introducing Workforce Planning and has recently replaced the Staff Development Review procedure with a Employee Performance & Development Review to ensure that employees attain and retain the necessary skills	None	I Martin/ V Ridley
Prevent and reduce the levels of employee absence and accidents in the Council.	Absence of employees in the workplace is the loss of a key resource, making it difficult to deliver the desired level of service on occasions	4 x 4 = 16	The Council has recently reviewed its procedures for managing sickness absence and this has been supported by training for managers. Absence data is also monitored on a monthly basis.	Could result in the reduction/loss of some critical services, and result in reliance on a pool of staff able to respond to emergencies.	I Martin/ V Ridley

Service Objective	Nature of risk (1)	Overall Assessment of Probability and Severity (P * S) (2)	Risk Controls (3)	Business Continuity Implications (4)	Lead Officer for managing the risk (5)
Provide advice and guidance on all conditions of service and policy for the Council and departmental managers.	Failure to comply could increase claims , low moral, poor recruitment of staff, increased absence and loss of reputation.	4 x 3 = 12	New employee handbook has been launched	None	I Martin/ V Ridley
Provide training and development opportunities and process for all staff linked to delivering their service plan performance objectives.	Failure to deliver high quality training at reasonable cost could lead to failure to meet service objectives and low morale.	3 x 3 = 9	Training programme developed meet service objectives and to address help deliver Council policies and guidance	None	I Martin
Provide competent health and safety support, guidance and training.	Failure to provide competent advice, support and training will lead to an increase in breaches of health and safety legislative, serious injury and loss of life, increasing the risk of criminal charges under health and safety law. There is also the likely increase in civil claims that would be difficult to defend, resulting in an increased likelihood of prosecutions, and Corporate Homicide charges.	4 x 4 = 16	Competent health and safety advice is readily available, with health and safety policies and guidance being updated annually and an annual health and safety training programme to meet the needs of the Council.	Could result in the HSE serving Prohibition Notices on some work activities.	N Doherty

Service Objective	Nature of risk (1)	Overall Assessment of Probability and Severity (P * S) (2)	Risk Controls (3)	Business Continuity Implications (4)	Lead Officer for managing the risk (5)
Monitor and evaluate health and safety to improve future performance.	Failure to monitor our own compliance with statutory requirements and to measure our own performance will increase the health and safety risks of our employees and for the public we serve, giving rise to claims and possible fines in court.	4 x 3 = 12	Provide a corporate health and safety plan to address the health and safety risks faced by the Council and to monitor the implementation of our own health and safety plan.	None	N Doherty
Support local employers, including the Council, to recruit and retain job applicants or employees with disabilities.	Possible reduced European funding if results not achieved.	3 x 3 = 9	Outputs monitored on a monthly basis	Possible loss of some jobs	M Evans

Personnel Department

Performance Review

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

Over the past year the department has embarked upon a series of training initiatives to improve the management of sickness absence at departmental level. However, the benefit of this training may not be fully realised for some time.

The Resourcelink system is now operational throughout the council and provides line managers with accurate management information on absence.

The department is also monitoring the outcome of sickness absence meetings across the Council to ensure a consistent application of policy.

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

Sickness absence figures are currently higher than expected and a renewed commitment is being made to the Management of Sickness Absence with a new policy being introduced on 1 September 2010 supported by training for line managers. It is also proposed that an auditing tool is developed for use by departments and/or the Personnel Department to monitor the management of absence.

The full analysis of the department's Key Performance Indicators is contained in the tables below. Where relevant, these indicators are continued in the current service plan to provide ongoing trends as a baseline for judging the performance of the department in the future.

Personnel Department Service Plan 2007-2011





Description	Owner/Officer	Latest Assessment	Status
All delegates on health and safety training receive course evaluation forms	Iain Martin/Neil Doherty	18/05/2010 All delegates receive course evaluation forms and those forms are processed and analysed. Performance charts based upon delegates feedback are retained and are available for examination.	On Schedule
Analysis of health and safety incidents	Iain Martin/Neil Doherty	18/05/2010 Report on the first Quarter of 2010 has been prepared and is to be discussed by the Council H & S Committee and H & S Co-ordinators Group in June 2010	On Schedule
Complete systems reviews work packages allocated by Dundee House Project Board	Iain Martin/Jim Duffy	02/06/2010 Completion of work packages ongoing, with good progress	On Schedule
Conduct various service reviews using Lean Service principles	Iain Martin/Jim Duffy	02/06/2010 14 projects under way, supported by training programme. All progress reported to Improvement & Efficiency Project Board. This item now incorporated in the item Develop a programme of Lean Service interventions. Organic spread across the Council now evident	On Schedule
Develop Personnel intranet pages/electronic employee handbook	Iain Martin/Adam Derby	26/05/2010 Handbook was agreed at Council Management Team on 27 April 2010. To be issued to all employees by end on August 2010.	Completed
Develop a programme for reviewing personnel policies and procedures	Iain Martin/Val Ridley	25/11/2009 Programme developed	Completed
Develop and provide a new Corporate Health and Safety Plan for 2008-2011	Iain Martin/Neil Doherty	30/05/2008 Corporate Health & Safety Plan approved by CMT -January 2008 and approved by Policy & Resources Committee March 2008	Completed
Develop e-learning materials	Iain Martin/Jim Duffy	02/06/2010 Joined e-learning alliance and sharing protocol has been agreed. Working group convened - researching information to enable strategy to be drafted. Partnership opportunities with other Councils to be investigated.	On Schedule
Develop new training facilities (reduce costs and enhance course delivery)	Iain Martin/Jim Duffy	18/03/2008 Accommodation completed in December 2007, and brought into use ahead of schedule	Completed
Encourage all departments to obtain Healthy Working Lives awards	Iain Martin/Val Ridley	12/05/2010 Meetings of HWL Coordinators to continue.	On Schedule
Implement protection of vulnerable groups legislation	Iain Martin/Val Ridley	27/05/2010 Awaiting secondary legislation.	On Schedule
Implement single status	Iain Martin/Iain Martin	02/06/2009 Single Status was implemented 01/04/08. Job evaluation appeals were completed by 31/03/09 and depts, employees, trade unions and P&R Committee advised of outcomes.	Completed

Description	Owner/Officer	Latest Assessment	Status
Improved Personnel support to Education Department	Jim Collins/Janet Robertson	17/02/2010 HR Section now well established	Completed
Improved Personnel support to Social Work Department	Alan Baird/Gillian Milne	21/03/2008 A personnel team has now been outposted to Floor 7, Tayside House. This team will provide dedicated personnel support the Social Work Department.	Completed
Increase topic specific health and safety inspections/surveys	Iain Martin/Neil Doherty	25/05/2010 An audit on the Council's management of Occupational Health Surveillance was completed and the findings were reported to the CMT. An audit of the Education Department is being planned	On Schedule
Maintain records of health and safety training delivered	Iain Martin/Neil Doherty	18/05/2010 All training records for all health & safety training delivered by Personnel are in place and are available upon request.	On Schedule
Produce annual Health and Safety report	Iain Martin/Neil Doherty	18/05/2010 Annual Report for 2008/09 was approved by the P&R Committee in September 09. The Annual Report for 2009/10 is currently being prepared.	On Schedule
Provide and maintain Health and Safety Toolkit	Iain Martin/Neil Doherty	18/05/2010 The Health & Safety Toolkit Update for 2009 has been produced and delivered to all sites. The current electronic version of the Health & Safety Toolkit for 2010 is currently updated to be available in June 2010.	On Schedule
Provide and maintain appropriate corporate health and safety policies and guidance to meet needs of departments	Iain Martin/Neil Doherty	18/05/2010 The Health & Safety Toolkit update for 2010 is currently being prepared. A new Council Health & Safety Policy was approved in April 2010.	On Schedule
Provide health and safety training programme to meet departmental needs	Iain Martin/Neil Doherty	18/05/2010 Training is being delivered as per training calendar for 2010 with some additional courses also being provided upon request.	On Schedule
Provide re-active health and safety advice upon request	Iain Martin/Neil Doherty	27/05/2010 For 2010 to date 90% of requests for Health & Safety Advice were initially responded within 48 hours	On Schedule
Reduce failure demand	Iain Martin/Jim Duffy	02/06/2010 Failure demand being measured across a range of services to get comparison with baseline figures previously collected	On Schedule
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	Iain Martin/Gaynor Myles	18/05/2010 All vacancies are now on the portal and the contract with Hr Director has ended. Training to be provided to Departments in June 2010 to ensure the system is being fully utilised.	On Schedule
Review and develop Human Resource Plan	Iain Martin/Iain Martin	20/05/2010 HR Strategy Action Plan approved by P&R Committee July 2009. Contents updated and progressed to end 2010.	On Schedule

Description	Owner/Officer	Latest Assessment	Status
Review effectiveness of absence policy	Iain Martin/Val Ridley	12/05/2010 Revised Procedure for Managing Sickness Absence to be submitted to P&R Committee in June.	On Schedule
Review of recruitment and selection procedures	Iain Martin/Val Ridley	02/03/2009 Completed and guidance issues to departments.	Completed
Review range and content of training courses	Iain Martin/Jim Duffy	02/06/2010 As part of the corporate improvement programme agreed in May 2010, a review of the training and development programme will be carried out to meet the Council's future needs.	On Schedule
Review recruitment advertising and management system in light of participation in Scottish Portal - myjobscotland.gov.uk	Iain Martin/Val Ridley	25/11/2009 Council vacancies advertised on the National Portal from September 2009.	Completed
Revise Aggression/Violence Report Form	Iain Martin/Neil Doherty	22/05/2009 These revised forms are now in use	Completed
Workforce planning	Iain Martin/Val Ridley	27/05/2010 Corporate guidance to be submitted to Council Management Team by September 2010	On Schedule

Personnel Service Plan 2007-2011

	Performance Statistics		Improvement Status		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Latest Update (followed by remedial action if declining performance indicated)
Attract new referrals to use employment support service	03/09 - 285 03/08 - 294 03/07 - 219 03/06 - 223	03/10 - 261	▼	●	A total of 261 job seekers (151 new referrals and 110 carried forward) benefited from Employment Unit services during 2009. There were however, a further 171 disabled people that were referred to the Unit but did not use our services. Nevertheless, each of these 171 potential job seekers had at least one meeting with an Employment Unit officer but for a variety of reasons the individual declined to use our services or was deemed inappropriate for our services. Remedial Action: None
Customer satisfaction from training feedback scores	09/09 - 81.3 06/09 - 83.4 03/09 - 84.6 12/08 - 84.6	12/09 - 82.8	●	●	In line with previous figures - within the normal variation band
Deliver work experience placements for disabled/disadvantaged people with local employers	03/09 - 73 03/08 - 89 03/07 - 82 03/06 - 89	03/10 - 80	▲	●	A vital activity in the Employment Unit's employment process is to provide Work Experience Placements. This activity is especially important when individual clients have been out of work for a long period and are unsure what they can/cannot do and what job preferences they have. During 2009 a total of 80 Work Experience Placements were undertaken throughout Tayside. The placements generally lasted between 4 and 8 weeks and of the 41 clients that undertook a work experience placement, 17 are now in employment with 12 being retained by the host employer. Remedial Action: None required
Employee motivation and satisfaction	03/09 - 67.8 03/08 - 67.8 03/05 - 64	03/10 - 67.8	●	●	This is the figure from the last employee survey in 2007. The next survey will take place in August/September 2010 with results available by the end of the year.
Lower employee absence rates - LGE	02/10 - 14.91 01/10 - 13.65	03/10 - 13.65		●	Revised procedure to be implemented on 1 September 2010 supported with training.
Lower employee absence rates - Teachers	02/10 - 10.15 01/10 - 9.98	03/10 - 9.98		●	Revised procedure to be implemented on 1 September 2010 supported with training.
Staff satisfaction survey - number of negative comments	03/09 - 0 03/08 - 0	03/10 - 0	●	●	The last employee survey was in 2007. Few comments were received - some negative and some positive - but no statistical validity can be attributed. The next survey will take place in August/September 2010 with results available by the end of the year.

	Performance Statistics		Improvement Status		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Latest Update (followed by remedial action if declining performance indicated)
Support disabled people into local jobs	03/09 - 89 03/08 - 126 03/07 - 132 03/06 - 102	03/10 - 87			The job outcomes total of 87 for 2009 was similar to the job outcomes achieved in 2008 and the numbers of referrals remain consistent. Of the 154 clients who left the Employment Unit during 2009 a total of 87 went into employment giving an employment success rate of 56%. Of the 87 clients who secured employment, 47% (41) came off Welfare Benefit and the remaining 53% (46) are in receipt of a combination of wages and benefits under the Permitted Work Rules or went into voluntary work. Remedial Action: None required
Support local employers to recruit and retain job applicants or employees with disabilities	03/09 - 120 03/08 - 55 03/07 - 51 03/06 - 35	03/10 - 130			During 2009 Employment Unit staff continued to play an important part in assisting the Councils with the implementation of their Retention and Redeployment Procedures. This year, despite having to limit our involvement due to staffing issues, we provided support within Angus Council, Perth & Kinross Council and Dundee City Council. Additionally, outwith the 3 Tayside local authorities, the Employment Unit supported around 110 people with disabilities and their employers as part of the Government's Workstep Programme or the through the Employment Unit's Support Team. Remedial Action: None required