

REPORT TO: POLICY AND RESOURCES COMMITTEE - 25 JUNE 2012

REPORT ON: PERSONNEL DEPARTMENT SERVICE PLAN REVIEW

REPORT BY: HEAD OF HUMAN RESOURCES

REPORT NO: 226-2012

1. PURPOSE OF REPORT

- 1.1 This report reviews the performance of Personnel Department in relation to its Service Plan 2010-2012 and adds new actions flowing from this review and assessments carried out in the past year. The former Personnel Department became the Human Resources Division of the Corporate Services Department on 1 April 2012.

2. RECOMMENDATIONS

The Committee is recommended to approve:

- 2.1 the contents of Personnel Department Service Review and instruct the Head of Human Resources to continue to seek improvement on the level of performance
- 2.2 the actions identified in the review to be included the Corporate Services Department's Service Plan.

3. FINANCIAL IMPLICATIONS

- 3.1 All actions are within the Division's approved budget.

4. MAIN TEXT

- 4.1 The Personnel Department has made the following improvements or sustained a target level in its priority performance indicators -
- Increase in the percentage of proactive requests for health and safety advice and guidance
 - Increase in the percentage of employees in the top 5% salary banding that are female
 - Increase in the number of presentations given by staff of the Employment Unit
 - Sustained the average number of days absence due to sickness per FTE employee
 - Sustained the average number of Teachers days absence due to sickness per FTE employee
 - Sustained the number of RIDDOR employee incidents reportable to the HSE
 - Sustained the percentage of Council departments carrying out exit interviews
 - Sustained the percentage of employees to be fit for task with no adjustment
 - Sustained the number of incidents of aggression and violence per year
 - Sustained the number of reports to Council Management Team each year on implementation of Health and Safety Plan
 - Sustained the percentage of online applications
 - Sustained the number of jobs secured for people with disabilities

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

- Decrease in the percentage of employees who have received an Employee Performance and Development Review
- Decrease in the number of work experience placements secured for people with disabilities
- Decrease in the number of referrals to the Employment Unit
- Decrease in percentage of workforce receiving health and safety training

It should be noted that, with effect from 1 April 2012, the Employment Unit transferred to the Social Work Department.

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

Key Performance Indicators

Definition	07/08	08/09	09/10	10/11	11/12	Current Target	Bench mark	Improvement Status
Average number of days absence due to sickness per FTE employee		12.1	13.72	10.71	11.03	10	Ave Scottish Local Authority Sickness 2009/10 11.6%	●
Average number of Teachers days absence due to sickness per FTE employee		9.4	8.58	6.55	6.25	8	7.5%	●
% of employees who have received an Employee Performance and Development Review			33%	69%	50%			▼
No. of accidents to Council employees	444	407	402	381	334			▲
No. of RIDDOR employee incidents reportable to the HSE			82	64	63			●
% of requests for competent health and safety advice that are pro-active				22%	30%	60%	22%	▲

Status Yearly & Long term trend: ▲ = >5% improvement, ● = maintained, ▼ = >-5% deterioration

4.2 Highlights

The Department's key achievements during the year were:

- introduction of e-learning platform
- second intake to leadership training

- workforce planning priorities for the Council identified
 - Health and Safety Toolkit Updated in September 2011
 - Health and Safety Training Calendar delivered with an additional 25 training courses delivered upon request
 - Annual Health and Safety report approved by the Policy and Resources Committee
 - Occupational health surveillance identified that 86% of employees are fit for task with no adjustments required
 - The new Corporate Health & Safety Plan for 2011/15 was approved in November 2011
 - A new Occupational Health Provider - Serco was appointed
 - Support a Health and Safety Management Group for Leisure and Culture Dundee
 - First health and safety e-learning courses established and accessible to Council employees including the Fire Safety Course which is mandatory
- 4.3 The Council Plan for 2012-2014 is currently being developed. The Human Resources Division will work in conjunction with other Divisions in the Corporate Services Department to develop a Corporate Services Service Plan which will identify and prioritise key actions and improvements to be taken forward.
- 4.4 Appendix 1 sets out the former Personnel Department's Service Plan with the most up to date performance indicators and an update on each of the actions included in the Service Plan plus the new actions inserted in the relevant section.

5. **POLICY IMPLICATIONS**

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

An Equality Impact Assessment has been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equimpact/>.

6. **CONSULTATIONS**

- 6.1 The Chief Executive, Director of Corporate Services and Head of Democratic and Legal Services.

7. **BACKGROUND PAPERS**

- 7.1 Equality Impact Assessment.

I M M Martin
Head of Human Resources

14 June 2012

Appendix

Personnel Department performance review

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

Performance Indicators

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	Latest Update (followed by remedial action if declining performance indicated)
% of Council departments carrying out exit interviews	03/11 -25%	03/12 -25%	●	●			31/03/2012 Report will be submitted to the SMT. Proposals will take account of the new Council structure.

Status Yearly & Long term trend: ▲ = >5% improvement, ● = maintained, ▼ = >-5% deterioration

Action Plan Update

Description	Owner/Officer	Latest Assessment	Target Date	Status
Develop and implement corporate guidance on workforce planning	Iain Martin	16/05/2012 Report considered and agreed by SMT on 13 December 2012 identifying and agreeing priorities to be taken forward by the Workforce Planning Project Team sponsored by Alan Baird		Complete
Develop and implement corporate exit interview guidance	Iain Martin	22/05/2012 Further evaluation of pilot in Education undertaken and report to be submitted to SMT.		On Schedule

Personnel Department performance review
Monitor and Evaluate Health and Safety to Improve Future Performance
Performance Indicators

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	Latest Update (followed by remedial action if declining performance indicated)
% of employees to be fit for task with no adjustment	03/11 - 76	03/12 - 86	●	●			The Council is now trying to re-focus resources to reduce the level of monitoring required, to target those who are still at risk from occupational exposure. In future the percentage who are fit is likely to reduce
Number of employee RIDDOR incidents	03/11 - 65	03/12 - 63	●	●			This is a reduction over the previous year. Continuing to focus on the quality of the investigation and implementation of actions to prevent recurrence
Number of incidents of aggression and violence per year	03/11 - 917	03/12 - 916	●	●			This figure is still an estimate as no figure for the final quarter has been received from Education. This decrease is largely due to incidents within Special Education no longer being included in this figure. The reporting of violent incidents is encouraged and the department have developed a new IT programme to monitor and respond appropriately to incidents. Staff are trained to cope and assist these young people who have unpredictable and involuntary actions. Support plans for individuals exist with the risk factors and their behaviours having been considered by Education.
Number of reports to Council Management Team each year on implementation of Health and Safety Plan	03/11 - 1	03/12 - 1	●	●			Included in the Annual Health and Safety Report, however, the SMT is provided with a report on a monthly basis.

Status Yearly & Long term trend: ▲ = >5% improvement, ● = maintained, ▼ = >-5% deterioration

Action Plan Update

Description	Owner/Officer	Latest Assessment	Target Date	Status
Objective text				
Develop, update and monitor implementation of The Corporate Health and Safety Plan for 2008-2001	Iain Martin	22/05/2012 The current Corporate Health and Safety Plan was approved in November 2011 and will be evaluated in the Council's Annual Health and Safety Report which will be produced in June 2012	June 2012	On Schedule
Provide and develop a Corporate Health and Safety Plan for 2011-2015	Iain Martin	22/05/2012 New Corporate Health and Safety Plan for 2011/2015 approved November 2011. Departments are to submit their action plans by the end of June 12	August 12	On Schedule
Provide a programme of Occupational Health Surveillance, through an external provider, to monitor the occupational health of our employees who are exposed to hazardous agents	Iain Martin	The Occupational Health Surveillance requirements for the Council have been established, until the end of 2011. A new Occupational health provider has been appointed and commenced in April 2012. Programmes for occupational health surveillance are currently being established as Departments finalise their own requirements with the assistance of the Council's Occupational Health Provider.	Programme in place by July 2012	On Schedule
Increase topic specific health and safety inspections/surveys	Iain Martin	22/05/2012 The Audit Report for Construction is to be issued this month to Environment Department. An Audit on Waste Management is currently being progressed. We have however also just completed an audit on the investigation of accidents and implementation of remedial measures.	June 2012	On Schedule

Personnel Department performance review

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

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	Latest Update (followed by remedial action if declining performance indicated)
% of employees in top 5% salary banding that are female	3/10 - 35.8 03/09 - 36.3 03/11 - 38.4	03/12 - 40.46	▲	▲			Small numbers of people joining or leaving the organisation significantly influence the percentage.
% of online applications	03/10 - 95 03/11 - 99	03/12 - 99	●	●			Personnel Department has adopted a policy of directing job applicants to the National Recruitment portal.

Status Yearly & Long term trend: ▲ = >5% improvement, ● = maintained, ▼ = >-5% deterioration

Action Plan Update

Description	Owner/Officer	Latest Assessment	Target Date	Status
Carry out employment equality monitoring.	Iain Martin	22/5/2012 Report will be submitted to the policy and resources committee in September.		On Schedule
Fully implement National Recruitment Portal.	Iain Martin	01/12/2011 The system is fully implemented Council-wide. The Personnel Section is leading on future developments of the system.		On Schedule

Personnel Department performance review

Prevent and reduce the levels of employee absence and accidents in the Council

Performance Indicators

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	Latest Update (followed by remedial action if declining performance indicated)
Average number of Teachers days absence due to sickness per FTE employees	29/02/2012 - 6.34 31/01/2011 - 6.28 31/12/2011 - 6.32 30/11/2011 - 6.28	03/12 - 6.25	●	●			
Average number of days absence due to sickness per FTE employee	29/02/2012 - 11.09 31/01/2012 - 10.79 31/12/2011 - 10.73 30/11/2011 - 10.59	03/13 - 11.03	●	●			
% of Council departments awarded bronze HWL award	03/11 - 69% 03/10 - 20% 03/2009 - 0%	03/12 - 69%	●	●			

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Action Plan Update

Description	Owner/Officer	Latest Assessment	Target Date	Status
Implement a revised procedure for managing sickness absence.	Iain Martin	18/11/2010 Revised Procedure for Managing Sickness Absence implemented with effect from 1 September 2010.		Completed
Implement training programmes to support sickness absence management and Health and Safety procedures.	Iain Martin	22/05/2012 Health and safety training and absence training is ongoing.		On Schedule
Encourage and support Council departments to achieve and maintain minimum standard of HWL bronze award.	Iain Martin	23/05/2012 Report considered by SMT. Further note to be submitted taking into account comments received.		On Schedule
Explore benchmarking with external organisations with the objective of improvement.	Iain Martin	23/05/2012 Benchmarking data is collated eg absence statistics. Comparison of policies.		On Schedule

Personnel Department performance review
Provide competent health and safety support, guidance and training
Performance Indicators

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	Latest Update (followed by remedial action if declining performance indicated)
% of proactive requests for health and safety advice and guidance	03/11 - 23	03/12 - 27	▲	▲			Encourage more enquiries from Departments at the planning stage, to enable health and safety issues to be addressed before a problem arises
Corporate health and safety training programme - % of workforce receiving H&S training	03/11 - 9.7	03/12 - 7.3	▼	▼			This reduction was anticipated as extensive training has been provided over the past 7 years. This figure is expected to fall, as more emphasis is being placed upon e-learning as a training medium, which is not included in this figure.

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Action Plan Update

Description	Owner/Officer	Latest Assessment	Target Date	Status
Objective text				
Provide and maintain Health and Safety Toolkit.	Iain Martin	22/05/2012 The Health & safety Toolkit was first launched in 2005 and has been updated on an annual basis ever since. The update for 2012 is being progressed and this will be available on the Council's Intranet, with a hard copy also provided at Council workplaces by September 2012	September 2012	On Schedule
Provide and maintain appropriate corporate health and safety policies and guidance to meet legislative requirements and needs of departments.	Iain Martin	22/05/2012 The Council's Health & Safety Policy for 2012, has been approved and was issued in April 2012. All corporate approved Health & Safety Guidance will also be reviewed later this year and the updates will all be contained in the Council's H & S Toolkit	September 2012	On Schedule
Provide practice and reactive health and safety advice upon request.	Iain Martin	22/05/2012 An initial response was made within 24 hours to 77% of all health & safety enquiries. 95% of enquires received a response with 48 hours. All enquires are monitored to a conclusion.		On Schedule

Provide health and safety training programme to meet departmental needs.	Iain Martin	22/05/2012 Departments were asked to identify their health and safety training needs for 2012, in order to help develop a Health & Safety Training Calendar for 2012. The Training Calendar for 2012 was accepted and issued in December 2011 training is being delivered in accordance with the 2012 Training Calendar.		On Schedule
Maintain records of health and safety training delivered.	Iain Martin	22/05/2012 Training records for all corporate health and safety training courses are recorded on our own training database and information is readily provided to all Departments. The Council is in the process of producing a Corporate Training Database but this will not be available for quite some time.		On Schedule
All delegates on health and safety training receive course evaluation forms, which are analysed.	Iain Martin	22/05/2012 All delegates are provided with an evaluation form for each course they attend. The results are entered into a software package by Personnel with the results of each course being shared with the tutor. The training courses are reviewed were comments are received indicating that that a change or improvement is requested.		On Schedule

Personnel Department performance review

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

Performance Indicators

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	Latest Update (followed by remedial action if declining performance indicated)
% of employees who have received an Employee Performance and Development Review	2010/11 69% 2009/10 33%	2011/12 - 50%	▼	▼			EDPR Working Group representatives to ensure EPDRs undertaken within their Department.

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Action Plan Update

Description	Owner/Officer	Latest Assessment	Target Date	Status
Deliver a Leadership Programme for senior officers.	Iain Martin	24/11/2011 MSc in Public Service Leadership Programme is being delivered from October 2011 for senior managers at both Certificate (14 managers) and Diploma Level (10 managers including 2 from P&K)		On Schedule
Revise and re-issue corporate induction pack.	Iain Martin	16/05/2012 First meeting of Induction working group has taken place. Proposals will be presented to the Workforce Planning Project Team by July 2012.		On Schedule
Develop e-learning strategy.	Iain Martin	24/11/2011 Dunde E-learning now available for employees. Variety of relevant courses via Brightwave platform. Marketing to encourage employee participation. Departments looking at various access options for those without PCs. Developing Corporate Governance and key priority development areas for departments.		On Schedule
Ensure all Council departments adopt Corporate Performance Development Framework.	Iain Martin	14/12/2011 Update report approved by SMT 13 December 2011.		Completed

Personnel Department performance review

Support local employers, including the Council, to recruit and retain job applicants or employees with disabilities - Performance Indicators

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	
Referrals to the Employment Unit	31/03/11 - 230 31/03/10 - 261 31/03/09 - 285 31/03/08 - 294 31/03/07 - 219	03/12 - 179	▼	▼			Latest Update (followed by remedial action if declining performance indicated) A total of 179 job seekers (105 new referrals and 74 carried forward) benefited from Employment Unit services during 2011/12.
Number of work experience placements secured for people with disabilities	31/3/2011 - 45 31/03/2010 - 80 31/03/2009 - 73 31/03/2008 - 89 31/03/2007 - 82	03/12 - 40	▼	▼			A vital activity in the 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 2011/12 a total of 40 Work Experience Placements were completed. The placements generally lasted between 4 and 8 weeks and of the 40 clients that undertook a work experience placement, 11 are now in employment with 5 being retained by the host employer. In current economic climate employers are reluctant to make work experience placements available.
Number of jobs secured for people with disabilities	31/03/2011 - 70 31/03/2010 - 87 31/03/2009 - 89 31/03/2008 - 126 31/03/2007 - 132	03/12 - 70	●	●			Of the 148 clients who left the Employment Unit during 2011/12 a total of 70 went into employment giving an employment success rate of 47%. Of the 70 clients who secured employment, 68 entered paid employment and 2 remained in receipt of benefits securing work on a voluntary basis.
Number of presentations given by staff of the EU	03/10 - 10 03/11 - 10	03/12 - 13	▲	▲			Presentations to various organisations on the role and remit of unit including Job Centre Plus and referral organisations.

Status Yearly & Long term trend: ▲ = >5% improvement, ● = maintained, ▼ = >-5% deterioration

Action Plan Update

Description	Owner/Officer	Latest Assessment	Target Date	Status
Objective text				
Attract appropriate referrals of unemployed people with disabilities.	Iain Martin	22/5/2012 For the period 1 Oct 11 to 31 Mar 12 a total of 108 people started using the employment services of the Employment Unit. 179 people accessed our services between Apr 2011 to Mar 2012.		On Schedule
Support people with disabilities to access or maintain employment in the labour market.	Iain Martin	22/5/2012 For the period 01 Oct 2011 to 31 Mar 2012 a total of 49 people have been supported into appropriate paid employment in the private, public and voluntary sectors. 68 people have been supported into paid employment between Apr 2011 to Mar 2012.		On Schedule