

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 22 AUGUST 2011**  
**REPORT ON: PERSONNEL DEPARTMENT SERVICE PLAN REVIEW**  
**REPORT BY: HEAD OF PERSONNEL**  
**REPORT NO: 382-2011**

**1. PURPOSE OF REPORT**

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.

**2. RECOMMENDATIONS**

The Committee is recommended to:

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

**3. FINANCIAL IMPLICATIONS**

All actions are within the Department's approved budget.

**4. MAIN TEXT**

- 4.1 The Department has made the following improvements or sustained a target level in its priority performance indicators -

- Sustained the percentage of employees to be fit for task with no adjustment
- Reduction in the number of employee RIDDOR incidents by 28%
- Maintained the number of reports to Council Management Team each year on implementation of Health and Safety Plan
- Increase in the percentage of employees in the top 5% salary banding that are female
- Increase in the percentage of online applications
- Contributed to the increase in percentage of Council departments awarded bronze Healthy Working Lives Award
- Reduction in the average number of Teachers days absence due to sickness per FTE employee
- Reduction in the average number of days absence due to sickness per FTE employee
- Increase in the percentage of employees who have received an Employee Performance and Development Review

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

- Increase in the number of incidents of aggression and violence
- Decrease in the number of proactive requests for health and safety advice and guidance

- Decrease in the number of jobs secured for people with disabilities
- Decrease in the number of work experience placements secured for people with disabilities
- Decrease in the number of referrals to the Employment Unit.

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

### Key Performance Indicators

definition	06/07	07/08	08/09	09/10	10/11	Current Target	Bench mark	Improvement Status
Average number of days absence due to sickness per FTE employee			12.1	13.72	10.71	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	8	7.5%	▲
% of employees who have received an Employee Performance and Development Review				33%	69%			▲
No. of accidents to Council employees		444	407	402	381			▲
No. of RIDDOR employee incidents reportable to the HSE				82	64			▲
% of requests for competent health and safety advice that are pro-active					22%	60%	22%	

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

#### 4.2 Highlights

The Department's key achievements during the year were:

- Health & Safety Toolkit Updated in September 2010
- Council organisational stress survey completed - August 2010
- Health & Safety Training Calendar delivered with an additional 39 training courses delivered upon request
- Annual Health & Safety report approved
- 22% reduction in RIDDOR accidents over the past year
- Occupational health surveillance identified that 86% of employees are fit for task with no adjustments required
- Received a positive Peer Review Report from ABC benchmarking partners North Lanarkshire Council

- Reduction in average number of days absence due to sickness per FTE employee
- Reduction in average number of Teachers' days absence due to sickness per FTE employee
- Significant increase in number of employees who have received an Employee Performance and Development Review.

4.3 New Actions and Improvements

The Department has taken account of the SOA Delivery Plan, the Council's new structure, the Best Value Improvement Plan and the Corporate Changing for the Future Strategy into account and added the following actions to its service plan.

- A new Corporate Health & Safety Plan is required for 2011 - 2015.
- New legislation on the reporting of accidents is expected by the end of the year - this will mean a change in reporting procedures.
- New electronic health & safety filing system is being developed.
- Re-tendering for occupational health services, with new contracts to be developed.
- Review of health and safety will require additional services to be provided through a SLA to the new charitable leisure trust.
- Launch of elearning platform

4.4 Appendix 1 sets out the 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**

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**

The Chief Executive, Depute Chief Executive (Support Services) and Director of Finance.

7. **BACKGROUND PAPERS**

7.1 Equality Impact Assessment.

I M M Martin  
Head of Personnel

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**(DATE)**

## 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

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	
% of Council departments carrying out exit interviews	03/10 -25	03/11 -25		●			Latest Update (followed by remedial action if declining performance indicated)

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	17/05/2011 Strategic management team agreed approach to be adopted by the Council outlined in presentation given by Jenni Tocher on 10 May 2011. Report formalising this to be submitted to the Council Management Team by August 2011	31/08/2011	On Schedule
Develop and implement corporate exit interview guidance	Iain Martin	07/12/2010 Exit questionnaires have been piloted in the Education Department. The questionnaires are now being discussed with the trade unions with a proposal to implement them within the department in the new year, and corporately thereafter		

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

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	
% of employees to be fit for task with no adjustment	03/10 - 75	03/11 - 76	●	●			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	03/10 - 90	03/11 - 65	▲	▲			Remedial Action: This is a significant reduction over the previous year. Continuing to focus on the quality of the investigation and implementation of the remedial actions to prevent recurrence
Number of incidents of aggression and violence per year	03/10 - 680	03/11 - 917	▼	▼			The increase is largely due to an increase in the reporting of incidents from Education and in particular within Special Education. The reporting of violent incidents is encouraged and the Department have developed a new IT programme to monitor and respond appropriately to incidents. This is being rolled out. 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.
Number of reports to Council Management Team each year on implementation of Health and Safety Plan	03/10 - 1	03/11 - 1	●	●			

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

**Action Plan Update**

<b>Description</b>	<b>Owner/Officer</b>	<b>Latest Assessment</b>	<b>Target Date</b>	<b>Status</b>
Objective text				
Develop, update and monitor implementation of The Corporate Health and Safety Plan for 2008-2001	Iain Martin	25/04/2011 The current Corporate Health and Safety Plan will be evaluated in the Council's Annual Health and Safety Report which will be produced in June 2011	June 2011	On Schedule
Provide and develop a Corporate Health and Safety Plan for 2011-2015	Iain Martin	25/04/2011 Work on a new Corporate Health and Safety Plan for 2011/2014 or 15 is currently being developed, through consultation with Departments. This should be available by August 2011	August 2011	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. The Council is also entering a new tendering processes for a new Occupational Health Provider. A programme for 2012 and beyond will be developed once a new contract with the preferred bidder has been established.		On Schedule
Increase topic specific health and safety inspections/surveys	Iain Martin	25/04/2011 The Audit Report for the Education Department is being finalised at present. We have however also just completed an audit on the management of occupational health risks, which was approved by the Operational CMT in January 2011. Health & Safety audits in DCS are currently being discussed for construction & the repairs and maintenance sections.		

### 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

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	
% of employees in top 5% salary banding that are female	3/10 - 35.8 03/09 - 36.3	03/11 - 38.4	▲	▲			The number of officers who fall within this category has reduced by 32 from the previous year. Of this 31 were males. The amount of females has remained relatively static and as a result the female proportion has increased.
% of online applications	03/10 - 95	03/11 - 99	●	●			Personnel 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	16/05/2011 Report will be submitted to the policy and resources committee in June.		On Schedule
Fully implement National Recruitment Portal.	Iain Martin	25/04/2011 The Recruitment and Selection guidance has been updated and all appropriate training provided to Departments. The system is now being fully utilised by Departments. Further developments of the system are ongoing, eg the addition of a referencing module and the Personnel Department will lead on this.		On Schedule

**Personnel Department performance review**  
**Prevent and reduce the levels of employee absence and accidents in the Council**  
**Performance Indicators**

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	
Average number of Teachers days absence due to sickness per FTE employees	28/02/2011 - 6.63 31/01/2011 - 6.87 31/12/2010 - 6.94 30/11/2010 - 7.22	03/11 - 6.2	▲	▲			The figure is an estimate and will be updated with the actual figure on 18/19 May.
Average number of days absence due to sickness per FTE employee	28/02/2011 - 10.89 31/01/2011 - 11.03 31/12/2010 - 11.25 30/11/2010 - 11.58	03/11 - 10.6	▲	▲			
% of Council departments awarded bronze HWL award	None	03/10 - 20	●	●			

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

### 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	28/04/2011 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	17/05/2011 Support is provided through a corporate HWL Coordinators meeting.		On Schedule
Explore benchmarking with external organisations with the objective of improvement.	Iain Martin	17/05/2011 Collating benchmarking data from external organisations.		On Schedule



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

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	
% of proactive requests for health and safety advice and guidance	03/10 - 40	03/11 -23	▼	▼			Remedial Action: 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	None	03/11 - 9.7					

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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	25/04/2011 The Health & safety Toolkit was first launched in 2005 and has been updated on an annual basis ever since. The update for 2011 is being progressed and this will be available on the Council's Intranet, with a hard copy also provided at Council workplaces by August 2011	August 2011	On Schedule
Provide and maintain appropriate corporate health and safety policies and guidance to meet legislative requirements and needs of departments.	Iain Martin	28/04/2011 The Council's Health & Safety Policy for 2011, has been approved and was issued in April 2011. 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		On Schedule
Provide practice and reactive health and safety advice upon request.	Iain Martin	28/04/2011 An initial response was made within 24 hours to 80% 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	25/04/2011 Departments were asked to identify their health and safety training needs for 2011, in order to help develop a Health & Safety Training Calendar for 2011. The Training Calendar for 2011 was accepted and issued in December 2011 training is being delivered in accordance with the 2011 Training Calendar.		On Schedule

Description	Owner/Officer	Latest Assessment	Target Date	Status
Maintain records of health and safety training delivered.	Iain Martin	25/04/2011 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 and this will be used in the future		On Schedule
All delegates on health and safety training receive course evaluation forms, which are analysed.	Iain Martin	25/04/2011 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

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Ave'	Best	
% of employees who have received an Employee Performance and Development Review	2009/10 33%	2010/11 69%		●			Latest Update (followed by remedial action if declining performance indicated)

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

#### Action Plan Update

Description	Owner/Officer	Latest Assessment	Target Date	Status
Deliver a Leadership Programme for senior officers.	Iain Martin	25/04/2011 PG Certificate in Leadership commenced in October and proceeding as planned.		On Schedule
Revise and re-issue corporate induction pack.	Iain Martin	17/05/2011 elearning platform now purchased. Group to be established to take forward development of induction.		On Schedule
Develop e-learning strategy.	Iain Martin	Assessment not available		First update not yet done
Ensure all Council departments adopt Corporate Performance Development Framework.	Iain Martin	17/05/2011 Update report to be submitted to the Council Management Team by August 2011.	31/08/2011	

**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	31/03/2010 - 261 31/03/2009 - 285 31/03/2008 - 294 31/03/2007 - 219	03/11 - 70	▼	▼			<b>Latest Update (followed by remedial action if declining performance indicated)</b>  A total of 248 job seekers (139 new referrals and 109 carried forward) benefited from Employment Unit services during 2010. Remedial Action: None
Number of work experience placements secured for people with disabilities	31/03/2010 - 80 31/03/2009 - 73 31/03/2008 - 89 31/03/2007 - 82	03/11 - 45	▼	▼			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 2010 a total of 50 Work Experience Placements were undertaken throughout Tayside. The placements generally lasted between 4 and 8 weeks and of the 50 clients that undertook a work experience placement, 13 are now in employment with 5 being retained by the host employer. Remedial Action: None
Number of jobs secured for people with disabilities	31/03/2010 - 87 31/03/2009 - 89 31/03/2008 - 126 31/03/2007 - 132	03/11 - 70	▼	▼			Of the 157 clients who left the Employment Unit during 2010 a total of 70 went into employment giving an employment success rate of 45%. Of the 70 clients who secured employment, 73% (51) came off Welfare Benefit and the remaining 27% (19) are in receipt of a combination of wages and benefits under the Permitted Work Rules or went into voluntary work. Remedial Action: None
Number of presentations given by staff of the EU	03/10 - 10	03/11 - 10	●	●			Remedial Action: None

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

**Action Plan Update**

<b>Description</b>	<b>Owner/Officer</b>	<b>Latest Assessment</b>	<b>Target Date</b>	<b>Status</b>
Objective text				
Attract appropriate referrals of unemployed people with disabilities.	Iain Martin	10/05/2011 For the period 1 Nov 10 - 30 Apr 10 a total of 70 disabled people started using the employment services of the Employment Unit.		On Schedule
Support people with disabilities to access or maintain employment in the labour market.	Iain Martin	10/05/2011 For the period 1 Nov 10 - 30 Apr 10 a total of 45 people with disabilities had been supported into jobs with local employers in both the public and private sectors.		On Schedule