

# **DUNDEE CITY COUNCIL**

**REPORT TO:** Personnel Committee - 16 August 2004

**REPORT ON:** Personnel Department - Service Plan 2004-2007

**REPORT BY:** Assistant Chief Executive (Management)

**REPORT NO.:** 551-2004

## **1 PURPOSE OF REPORT**

- 1.1 To seek Committee approval for the Personnel Department's Service Plan 2004-2007 (attached as Appendix).

## **2 RECOMMENDATION**

- 2.1 It is recommended that the Committee considers and approves the Personnel Department Service Plan 2004-2007.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 The Service Plan includes details of the Final Revenue Budget for 2004/2005 and the Provisional Revenue Budgets for 2005/2006 and 2006/2007.

## **4 LOCAL AGENDA IMPLICATIONS**

- 4.1 None.

## **5 EQUAL OPPORTUNITIES IMPLICATIONS**

- 5.1 The Service Plan reflects the fact that the Assistant Chief Executive (Management) is responsible for advising departments on all equal opportunities in employment issues.

## **6 BACKGROUND**

- 6.1 The Service Plan is based on the Council Plan approved by the Policy and Resources Committee on 20 October 2003.
- 6.2 Report No. 669-2003 (Personnel and Management Services Department - Role, Structure and Identity) was approved by the Committee on 10 November 2003. A follow up agenda note (Personnel Department - Changes to Establishment) was approved by the Committee on 15 March 2004. As a result of the organisational and personnel changes brought about by these approvals, the Assistant Chief Executive (Management) decided that it would be preferable to defer the submission of the Service Plan for a number of months.

6.3 The Service Plan is now submitted for the Committee's approval.

**7 CONSULTATION**

7.1 The Chief Executive has been consulted on this report and the Service Plan.

**8 BACKGROUND PAPERS**

8.1 None.

J.C. Petrie  
Assistant Chief Executive (Management)

6 August 2004

## **PERSONNEL DEPARTMENT SERVICE PLAN 2004 - 2007**

### **Strategic Statement**

The Personnel Department, by means of appropriate policies, procedures and practices, aims to enhance the individual and collective contributions of employees to the short and long-term success of Dundee City Council in serving the people of Dundee efficiently and effectively. The Department strives to ensure that employees are recruited and given opportunities to develop personally and to enable them to carry out their duties competently and that employees and their trade unions are informed and consulted on matters affecting them.

### **Contents**

<b>Service</b>	<b>Responsible</b>	<b>Job Title</b>	<b>Pages</b>
Personnel	Iain Martin	Personnel Manager	2 – 3
Organisational Development	Ron Skea	Organisational Development Section Leader	4 – 5
Health and Safety	Neil Doherty	Council Health and Safety Co-ordinator	6 – 7
Employment Disability Unit	Mike Evans	Employment Disability Unit Manager	8
Administration	Iain Martin	Personnel Manager	9

## PERSONNEL SECTION

### Strategic Statement

The Personnel Section's priorities for the immediate future will be implementing the Single Status Agreement (job evaluation, negotiation of new local pay structure and amendment of conditions of service); addressing the requirements of the forthcoming employment and equalities legislation; tackling recruitment and retention issues; assisting departments to reduce absence; promoting work/life balance and family friendly policies; dealing with the challenges of partnership working; and working to continually improve operational managers' competencies in dealing with personnel practice.

### Objectives

- ◆ Provide advice and guidance to all Council Departments in relation to conditions of service, which may be nationally or locally agreed, and the Council's personnel policies.
- ◆ Work closely with managers in all departments and trade unions to ensure that policies are applied consistently and fairly to promote good employee relations. Training sessions will be run for managers on personnel matters such as absence management and disciplinary procedures.
- ◆ Review existing policies and develop new policies to meet organisational needs and the requirements of the European and domestic legislation.
- ◆ Process recruitment advertisements on a weekly basis and advise on all aspects of the recruitment and selection process.
- ◆ Implement Single Status Agreement.

Council Plan Theme	Objectives and Projects from the Council Plan 2004-2007 for which the department has specific responsibility.
Human Resources	◆ Carry out regular reviews of working conditions/environment to alleviate concerns.
Human Resources	◆ Ensure policy of encouragement and recognition for jobs well done is applied across all departments and at all levels.
Property Management - Mobile/Home Working Equality - Access	<ul style="list-style-type: none"> <li>◆ Develop policies on flexible working, including home working.</li> <li>◆ Develop policies which encourage improved accessibility to Council services for people with disabilities.</li> </ul>
Learning and Working - Lifelong learning	◆ Develop lifelong learning opportunities in consultation with the trade unions.
Equality	◆ Produce monitoring information on employment.

### Key Performance Measures and Targets

	Baseline	Target
Absence levels for APTC staff – department targets	current	1% reduction
Absence levels for Manual Staff – department targets	current	1% reduction

## Key Projects

Project Objective	Lead Officer	Target End Date
♦ Develop a Home Working Policy	J.C. Petrie	March 2005
♦ Implement employment equality monitoring	J.C. Petrie	March 2005
♦ Assimilate all local government jobs to new pay structure	I. Martin	April 2006
♦ Evaluate all local government jobs	I. Martin	April 2006
♦ Negotiate modernised terms and conditions of employment and new local pay structure for all local government jobs	I. Martin	April 2006

## ORGANISATIONAL DEVELOPMENT SECTION

### Strategic Statement

The strategic aim of the Organisational Development Section is to contribute to improvements in the quality and efficiency of Council services by providing a systems design and improvement consultancy, together with a comprehensive employee development programme. The section will also provide direct support to departments undergoing EFQM assessment and Best Value reviews.

### Objectives

- ♦ Develop the personal effectiveness and skills of employees and their managers through a programme of courses and development activities.
- ♦ Assist departments to design and/or improve specific processes and job design, and determine appropriate staffing levels and structures.
- ♦ Develop Council effectiveness by helping shape and support corporate initiatives such as e-business, customer service standards, EFQM, Best Value and systems reviews such as joint Health/Social Work pilot on Single Shared Assessment.

<b>Council Plan Theme</b>	<b>Objectives and projects from the Council Plan 2004-2007 for which the department has specific responsibility.</b>
Learning and Working	♦ Develop and run a programme of training courses that build lifelong learning skills as a basis for future learning and development of both employees and families
Best Value	♦ Conduct employee surveys in 2004 and 2007
Best Value	♦ Provide EFQM consultancy service to departments undergoing self-assessment
Best Value	♦ Provide systems review consultancy to departments seeking to improve the quality and efficiency of services
Equality Action	♦ Provide diversity training for all the Council's employees
Communications	♦ Publish a quarterly edition of the Feedback in-house employee newsletter
ICT Infrastructure	♦ Develop and implement on-line learning courses for employees
Customer Focus	♦ Carry out process reviews that reduce paperwork and bureaucracy
Customer Focus	♦ Facilitate electronic service delivery reviews that lead to services being e-enabled
Human Resources	♦ Provide a programme of training and development activities to meet needs identified in departmental training plans
Human Resources	♦ Provide advice & guidance to departments seeking liP accreditation

### Key Performance Measures and Targets

	Baseline	Target
Response rate in employee surveys	40%	50%
Participant satisfaction ratings for training courses	70%	80%
All employees to undertake diversity training by 2007	-	100%

## Key Projects

Project Objective	Lead Officer	Resource Allocation	Target End Date
Accreditation for in-house delivery of the Learnfast suite of accelerated learning training courses (mindmapping, touch-typing and speed reading)	R. Skea	Costs recovered through course fees	Dec 2004
Installation of web-based server for on-line learning	R. Skea	£5,000	April 2004
Design and installation of stress risk management on-line learning course	R. Skea	£5,000	July 2004
Installation of diversity on-line learning course	R. Skea	£20,000	Aug 2004
2004 Employee Survey (in-house and on-line)	R. Skea	£2,000	Nov 2004
2007 Employee Survey (in-house and on-line)	R. Skea	£2,000	Nov 2007
Facilitate systems review of joint SWD/Health Older People Service	R. Skea	2 staff (part-time)	Dec 2004
EFQM consultancy service	Various OD staff	6 staff on a part-time basis	2007

## HEALTH AND SAFETY SECTION

### Strategic Statement

The strategic aim of the Health and Safety Section is 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.

### Objectives

- ◆ To lead the Council forward by providing health and safety policies and guidance that provide clear support and direction to achieve best practice, recognising legal compliance as a minimum standard.
- ◆ To ensure that all levels of management and employees are sufficiently competent to discharge their duties with due regard for health and safety.
- ◆ To facilitate the integration of health and safety considerations into the Council's decision making process to ensure that resources are appropriately and effectively allocated by all levels of management.
- ◆ To promote and co-ordinate 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.
- ◆ To monitor and evaluate health and safety performance to motivate management to take effective measures to reduce health and safety losses and improve performance.

<b>Council Plan Theme</b>	<b>Objectives and projects from the Council Plan 2004-2007 for which the department has specific responsibility.</b>
Accident Reduction	Reduce accident rates in line with "Revitalising Health and Safety" by end of 2005
H & S Committees	All Departments to have a functioning Health and Safety Committee by end of 2004
Risk Assessment Procedures	All Departments to have a documented risk assessment process in place and ready for audit by end of 2004
Health and Safety in Schools	Improve health and safety for staff in schools. Education Department to establish a new health and safety policy and have clear procedures for the management of health and safety risks. Education to appoint its own Health and Safety Officer and to develop its own plan for improving health and safety performance.



### Key Performance Measures & Targets

Category Name	Baseline	Target
Accident Reduction	2038 per 100,000 Employee RIDDOR Incidents	1732 per 100,000 Employee RIDDOR Incidents
H and S Committees	4 Departments have established a H and S Committee	All Departments by end 2004
Risk Assessment Procedures	3 Departments have clear risk assessment strategies	All to have strategies by end 2004
Health and Safety in Schools	Education about to appoint a H and S Officer. New policy is in draft format	H & S Action Plan required by end 2005

### Key Projects

Project Objective	Lead Officer	Resource Allocation	Target End Date
Produce a Corporate Health and Safety Plan	N. Doherty	A Champion for H and S at Chief Officer Level Commitment of Council Management Team Strategic Vision/Direction and Competent Adviser	Dec 2003  Achieved March 2004
Produce an Annual Health and Safety Report	N. Doherty	Reliable data, records to produce report	June - annually
Develop an Annual Health and Safety Training Plan	N. Doherty	Competent staff to write and deliver courses	Dec - annually
Revise Council Health and Safety Policy	N. Doherty	Competent Health and Safety Adviser	Oct 2006
Revise Corporate Health and Safety Plan	N. Doherty	Competent Health and Safety Adviser	Dec 2005

## EMPLOYMENT DISABILITY UNIT

### Strategic Statement

The purpose of the Employment Disability Unit is to create employment opportunities for disabled people and to assist people with disabilities to find and maintain work.

### Objectives

- ◆ To provide support and advice for departments and Unions concerning the Recruitment and Retention Policy and the Guaranteed Job Interview Scheme.
- ◆ Advise on Recruitment and Selection training which addresses issues concerning equal opportunities for people with disabilities.
- ◆ Advise members, Chief Executive and Chief Officers on all personnel matters relating to disability and the Disability Discrimination Act.
- ◆ Provide a one-to-one service in order that individuals may receive the most appropriate means of support.

### Key Performance Measures & Targets

Key Service Performance Indicators	Baseline	Target
Number of jobs secured	85	100
Number of work experience placements secured	90	100
Number of clients referred to the Unit	180	200
Number of requests for advice on recruitment and selection, retention and Redeployment, and aids and adaptations.	10	20
Exit questionnaires	100	100
Number of requests to attend career fairs, conferences, etc.	10	20
Number of presentations given by staff of the Unit.	10	20

## ADMINISTRATION

### Strategic Statement

Maintain the efficient operation of support systems within the department and ensure that departmental budgets are kept within planned expenditure limits.

### Objectives

To provide a service directly to the public and support the employees of the department by:-

- ◆ Providing a reception and first point of contact for visitors
- ◆ Placing recruitment adverts and liaison with advertising agency
- ◆ Issuing and receipting application forms
- ◆ Providing a secretarial service for the department
- ◆ Providing administration services for the department including mail, purchasing/supplies, wages etc.

### Key Projects

Project Objective	Lead Officer	Target End Date
Implement XPT Advertising system	I. Martin	July 2004

**THREE YEAR PROVISIONAL REVENUE BUDGET**

<b>PERSONNEL</b> <i>(Excl Employment Disability Unit )</i> <b><u>EXPENDITURE</u></b>	<b>3 Year Provisional Revenue Budget</b>		
	<b>2004/05 £000</b>	<b>2005/06 £000</b>	<b>2006/07 £000</b>
<b>STAFF COSTS</b>			
Salaries and Wages			
Chief Officials	92	94	96
APT&C	1303	1327	1359
Staff Training	50	51	52
<b>TOTAL STAFF COSTS</b>	<b><u>1445</u></b>	<b><u>1472</u></b>	<b><u>1507</u></b>
<b>PROPERTY COSTS</b>			
Repairs and Maintenance	3	3	3
Central Buildings Recharge	80	81	82
<b>TOTAL PROPERTY COSTS</b>	<b><u>83</u></b>	<b><u>84</u></b>	<b><u>85</u></b>
<b>SUPPLIES AND SERVICES</b>			
Equipment and Furniture	4	4	4
Books and Materials	9	9	9
Computing Costs	20	20	20
Catering	2	2	2
Printing, Stationary and General Offices Expenses	24	24	24
Professional Fees	1	1	1
Postages and Telephones	13	13	13
Other Supplies and Services	8	9	10
<b>TOTAL SUPPLIES AND SERVICES</b>	<b><u>81</u></b>	<b><u>82</u></b>	<b><u>83</u></b>
<b>TRANSPORT COSTS</b>			
Contract Car Hire - Subsidy	9	9	9
Car Allowances	5	5	5
<b>TOTAL TRANSPORT COSTS</b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>14</u></b>
<b>THIRD PARTY PAYMENTS</b>			
Contribution to Employment Disability Unit	90	91	92
<b>TOTAL THIRD PARTY PAYMENTS</b>	<b><u>90</u></b>	<b><u>91</u></b>	<b><u>92</u></b>
<b>SUPPORT SERVICES</b>			
Recharge from Central Support Departments	185	190	194
<b>TOTAL SUPPORT SERVICES</b>	<b><u>185</u></b>	<b><u>190</u></b>	<b><u>194</u></b>
<b>CAPITAL CHARGES</b>	<b><u>0</u></b>	<b><u>1</u></b>	<b><u>3</u></b>
<b>TOTAL GROSS EXPENDITURE</b>	<b><u>1898</u></b>	<b><u>1934</u></b>	<b><u>1978</u></b>
<b>INCOME</b>			
Contributions from Other Bodies	70	72	74
Other Income	50	50	50
Internal Charges – Central Support	1595	1627	1665
Internal Charges – Corporate & Democratic Core Costs	183	185	189
<b>TOTAL INCOME</b>	<b><u>1898</u></b>	<b><u>1934</u></b>	<b><u>1978</u></b>
<b>TOTAL NET EXPENDITURE</b>	<b>=</b>	<b>=</b>	<b>=</b>

**EMPLOYMENT DISABILITY UNIT**

<b>EXPENDITURE</b>	<b>3 Year Provisional Revenue Budget</b>		
	<b>2004/05 £000</b>	<b>2005/06 £000</b>	<b>2006/07 £000</b>
<b>STAFF COSTS</b>			
Salaries and Wages			
APT&C	321	329	337
Staff Training	5	5	5
<b>TOTAL STAFF COSTS</b>	<b><u>326</u></b>	<b><u>334</u></b>	<b><u>342</u></b>
<b>PROPERTY COSTS</b>			
Rents	14	14	14
Repairs and Maintenance	5	5	5
Energy Costs	1	1	1
Cleaning Costs	6	6	6
<b>TOTAL PROPERTY COSTS</b>	<b><u>26</u></b>	<b><u>26</u></b>	<b><u>26</u></b>
<b>SUPPLIES AND SERVICES</b>			
Equipment and Furniture	3	3	3
Books and Materials	2	2	2
Printing, Stationary and General Offices Expenses	10	10	10
Postages and Telephones	8	8	8
Computing Costs	4	4	4
Member / Staff Expenses (inc Conferences)	3	3	3
Subscriptions	1	1	1
Other Supplies and Services	4	4	4
<b>TOTAL SUPPLIES AND SERVICES</b>	<b><u>35</u></b>	<b><u>35</u></b>	<b><u>35</u></b>
<b>TRANSPORT COSTS</b>			
Contract Car Hire - Subsidy	12	13	13
Car Allowances	9	9	9
Other Transport Costs	9	9	10
<b>TOTAL TRANSPORT COSTS</b>	<b><u>30</u></b>	<b><u>31</u></b>	<b><u>32</u></b>
<b>THIRD PARTY PAYMENTS</b>			
Sheltered Placements	200	202	205
<b>TOTAL THIRD PARTY PAYMENTS</b>	<b><u>200</u></b>	<b><u>202</u></b>	<b><u>205</u></b>
<b>SUPPORT SERVICES</b>			
Recharge from Central Support Departments	37	38	39
<b>TOTAL SUPPORT SERVICES</b>	<b><u>37</u></b>	<b><u>38</u></b>	<b><u>39</u></b>
<b>CAPITAL CHARGES</b>	-	-	-
<b>TOTAL GROSS EXPENDITURE</b>	<b><u>654</u></b>	<b><u>666</u></b>	<b><u>679</u></b>
<b>INCOME</b>			
Specific Government Grants – Employment Services Sheltered Placemnt Scheme	281	288	295
ESF Grants	133	133	133
Employment Services– Rehabilitation Contract	-	-	-
Contributions from Local Authorities	172	174	176
Other Income	35	35	37
<b>TOTAL INCOME</b>	<b><u>621</u></b>	<b><u>630</u></b>	<b><u>641</u></b>
<b>TOTAL NET EXPENDITURE / (INCOME)</b>	<b><u>33</u></b>	<b><u>36</u></b>	<b><u>38</u></b>

## PERFORMANCE MANAGEMENT AND REPORTING FRAMEWORK

Communication of the plan	<b>Person Responsible</b>
The plan will be reported to Elected Members and all Chief Officers of the Council. The Plan will also be published on the Council's website and intranet.	J. C. Petrie
Project monitoring will be conducted at a monthly meeting of the department Management Team.	J.C. Petrie
Each of the objectives and key projects will be developed into detailed action plans to ensure delivery	Assigned Officers
Annual report within three months of the year end	<b>Person Responsible</b>
This will cover project delivered in the year, data on the performance indicators referred to in the plan, and a list of key projects that will be delivered in the year ahead. The annual report will be to the Personnel Committee and relevant highlights included in the Council's annual performance plan.	J.C. Petrie
Employee Appraisal and Development Review Process	<b>Person Responsible</b>
The Assistant Chief Executive's annual appraisal by the Chief Executive will include an assessment of performance in relation to this Plan. This will be followed by individual appraisals of all staff in the department by their line manager to ensure that objectives and projects in the service plan and annual report are linked to training and development needs.	J.C. Petrie / Section and Team Leaders
Investors In People	<b>Person Responsible</b>
The department received its first accreditation in 1999 and was re-accredited subsequently in 2002.	I. Martin
Self Assessment for improvement using the EFQM Model	<b>Person Responsible</b>
The department will conduct a full self-assessment using the EFQM model in 2004/05 to ensure that it has in place the strategies to achieve continuous improvement.	R. Skea
Linkages to external networks	<b>Person Responsible</b>
Continue to develop networks.	J.C. Petrie
Commitment to Best Value Reviews and Audits	<b>Person Responsible</b>
The Department has a leading role to play in assisting Best Value reviews and participating in external assessment audits of the Council.	J.C. Petrie