

LEGAL & MEMBERS' SERVICES SERVICE DIVISION SERVICE PLAN 2002/03

1.0 SERVICE DESCRIPTION

1.1 The division provides a range of general administrative and support functions to members and direct services across the Council. It also provides some direct services.

□ **Democratic Services**

The management and administration of the Council committee process. It also includes support for the chief executive, members and the civic functions of the Council, particularly the Chair.

□ **The Elections Service**

Maintains and updates the register of electors annually and on a rolling basis and administers parish, district, county, parliamentary and European elections and referenda.

□ **Land Charges**

Ensures that the Local Land Charges Register is maintained and provides searches on request for residents of the District when they purchase new property. A fee is charged for this service.

□ **Legal Services**

To advise the Council on all legal matters e.g. contractual arrangements, employment matters and to represent the Council in courts and tribunals. It also advises on human rights issues, the provision of information and ensuring that the new constitution is followed and kept up to date.

□ **Public Relations**

To oversee the public relations and media relations functions of the authority.

1.2 The service is provided to a wide range of internal and external customers including members, officers, the electorate, central government, other levels of local government and others including the general public, specifically people buying houses, those involved in legal disputes with the Council, suppliers and contractors.

1.3 Statutory duties include

□ **Democratic Services**

Ensure that the Council complies with its obligations under the Local Government Act 1972, as amended.

To ensure that the Council complies with the publicity requirements of the Local Government Act 2000.

□ **The Elections Service**

To compile and maintain a register of electors. To administer parish, district, county, parliamentary and European elections and referenda

To undertake boundary and polling district reviews.

- ❑ **Land Charges**
Maintain the Land Charges Register and answer requests for information submitted on form LLC1.
- ❑ **Legal Services**
To ensure that the Council complies with the notification/ publicity requirements of the Data Protection Act 1998 and the Freedom of Information Act 1999.
- ❑ **Monitoring Officer**
The Legal & Members' Services Manager is the Monitoring Officer appointed in accordance with the provisions of the Local Government & Housing Act 1989.

1.4 The Service is responsible for producing/contributing to the following strategies

Strategy	*	Date Produced	Review Period	Next Review
The Constitution (including Rules of Procedure and Codes of Conduct)	S	07/01	yearly	05/02**
The Asset Management Plan	G	07/01	yearly	07/01

* Denotes whether a plan is Statutory (S), Discretionary (D), or on Government Guidance (G).

**Subject to continuous review during the trial year

2.0 PURPOSE

2.1 Generally all services are provided in accordance with the guiding principles and key aims of the Chief Executive's department. These are:-

- ❑ To provide a high quality value for money administrative and professional advice and support to officers and elected members of the Council
- ❑ To develop partnerships with other authorities and the private sector to ensure that the most efficient and effective methods of service provision are achieved through the implementation of best practice.
- ❑ Through modernisation and the application of open and transparent decision making to ensure that the Council is accountable to the people of South Derbyshire for our decisions.
- ❑ To secure continuous improvement in our services by increasing economy, efficiency and effectiveness.
- ❑ To consult regularly with our service users to understand the functions of our client departments and to take an active, facilitative and innovative approach to enable them to meet their aims and objectives.
- ❑ To respect the rights of those members of the community who we deal with.

2.2 The specific purposes vary depending upon the function:-

□ **Democratic Services**

To manage and administer the Council's committee process in accordance with the Constitution.

To support members in the exercise of their committee and constituency functions

To maximise the involvement of the Chair and Vice-Chair in the local community and to support them in the performance of their civic functions during their year of office

□ **Electoral Registration**

To organise the election process in an efficient manner.

□ **Land Charges**

To provide a land charges service that is fast, efficient and value for money.

□ **Legal Services**

To provide quality legal services in the most cost efficient manner within agreed time frames.

□ **Public Relations**

To make all customers of the Council aware of the services that we provide.

To ensure that the way that the Council operates is presented in a fair and open way.

To engage the community in service development.

To be proactive in relation to media coverage of the Council and the services that it provides.

3.0 OPPORTUNITIES AND CHALLENGES

3.1 The Government has introduced a range of new legislation and guidance that will have a significant impact on the Division. This includes the Local Government Act 2000 (Part II – Modernisation and Part III – Conduct) and the Freedom of Information Act 2000 (Publication Schemes).

3.2 The **Corporate Related Challenges** are as follows:-

□ **Implementing the Government's modernising agenda/ Establish effective arrangements for corporate governance.**

□ Monitoring and developing the Constitution.

□ Developing the role of scrutiny across all council activities so that it meets the needs of members without over stretching already limited resources and impacting on service delivery.

□ Developing the role of the Standards Committee.

- To support the work of the Independent Remuneration Panel
- **Working in partnership to deliver e-government**
 - Working with other departments within the Council and our software provider to ensure that the land charges system is integrated with planning and building control.

3.3 The **service related challenges** are as follows:-

- **Other ways of delivering services**
 - Challenging the way that we deliver services including looking at closer working/ partnerships with other councils/ the private sector to share knowledge and expertise
- **Raising staff morale**
 - Working to keep staff informed and involved in the provision and development of services within the division.
- **Legal Services**
 - To work with client departments to improve the effectiveness of legal action
- **Human Rights**
 - To raise the awareness of human rights issues throughout the Council and provide advice on human rights issues when required
- **Rolling Register of Electors**
 - To manage the implementation of the rolling register of electors
- **Public Relations**
 - To raise the profile of the Council through increased public relations resources

Opportunities

3.4 The key opportunity is that greater flexibility will enable the organisation to consider a wider range of options for service delivery.

4.0 BEST VALUE

4.1 The table below details how and when the services provided by this Division will be reviewed as part of the Best Value Process

Reviews to be commenced

Review Title	Start Date (yr)	Services Covered
Democratic renewal	4	Democratic services, the Council's civic role and elections
Legal services	5	Legal Services

5.0 KEY TASKS 2002/03

Corporate Key Tasks

Corporate Key Task	Action	Timescale	Key Aim
Put in place arrangements for good corporate governance	<input type="checkbox"/> Revise the existing codes of conduct for employees and members in the light of the new ethical framework for local government, and provide professional support in their implementation.	01/04/02	
	<input type="checkbox"/> Develop a protocol covering employee/ member relationships	01/04/02	
	<input type="checkbox"/> Monitor and revise (if necessary) the new political management arrangements	01/04/02	
Establish training and development plans for members	<input type="checkbox"/> Finalise training strategy for members' consideration	01/01/02	
	<input type="checkbox"/> Modern member development programme	05/02	
Public Relations	<input type="checkbox"/> Redefine the role of the public relations officer to become more proactive in relation to press/ media coverage	31/10/01	

Service/Ongoing Key Tasks

Service Key Task	Action	Timescale	Key Aim
Implement new Departmental and Service Planning Framework	<input type="checkbox"/> Service Plans to be in place for all Divisions	07/11/01	
	<input type="checkbox"/> Improve on current levels of customer satisfaction questionnaires to service users for legal, members' services, public relations and land charges are planned through the year	ls - 08/02 ms - 03/02 pr - 03/02 lc - 11/01	
Establish training and development plans for employees	<input type="checkbox"/> All staff within Legal & Members' Services Division to have received a PDR interview and have an individual training & development plan	03/02	
	<input type="checkbox"/> Reduce overall level of absence within division as a whole.	03/03	

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Legal & Members' Services Division

Managing Service Delivery	<ul style="list-style-type: none"> <input type="checkbox"/> To make key performance management and financial management information available on a regular basis. 	09 -- 11/02
E-government	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation of E-government in service delivery 	03/03
Improving Morale	<ul style="list-style-type: none"> <input type="checkbox"/> Improving communication with employees at service level <input type="checkbox"/> To take responsibility in assisting with improving of morale of staff <input type="checkbox"/> Promote a right first time ethos 	Continuous Continuous Continuous
Ensuring people are treated fairly and equally	<ul style="list-style-type: none"> <input type="checkbox"/> Ensuring service delivery is compliant with corporate equality guidance. 	Continuous
Modernisation of Local Government – improvements to member services	<ul style="list-style-type: none"> <input type="checkbox"/> To develop, implement and maintain modern systems, procedures and techniques to meet the administration needs of the Authority in the areas of the Civic Functions, Committee Administration and Members' Services. <input type="checkbox"/> To implement a programme of structured training to meet members needs. <input type="checkbox"/> To implement an effective minutes retrieval system. 	06/01 06/01 10/01
Land Charges	<ul style="list-style-type: none"> <input type="checkbox"/> To ensure further efficiencies in the operation of the Local Land Charges service. <input type="checkbox"/> To increase awareness of members of the Land Charges system. 	02/02 02/02
Elections and Electoral Registration.	<ul style="list-style-type: none"> <input type="checkbox"/> To provide increased support for Elections and Electoral Registration. 	02/02
Legal Services	<ul style="list-style-type: none"> <input type="checkbox"/> To effectively perform council house sales legal work from within the team. 	05/02

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6.0 PERFORMANCE INDICATORS AND TARGETS

Best Value Performance Indicators

6.1 The table below shows the Best Value Indicators that relate to the service provided within this division.

Best Value Indicator	Actual 99/2000	Actual 2000/01	Estimate 2001/2	Target 2002/3	Government Target 2004/5
The number of complaints to an ombudsman classified as maladministration	0	0	0	0	
The %age turnout for local elections	N/A	N/A	N/A	N/A	
The %age of standard searches carried out in 10 working days	63.60	88.00	80.00	80.00	

Local Performance Indicators

6.2 The table below shows the local indicators that the Division has developed to measure its performance.

No.	Local Indicator	Estimate 2001/2	Target 2002/3
	Democratic Services		
L.1	%age no. of items/ reports not available 5 clear days before relevant meeting	5	5
L.2	%age member attendance at meetings	90	95
L.3	No. of members of the public speaking at member meetings	10	20
L.4	No. of member training days provided	110	150
L.5	The overall satisfaction %age immediately after internally provided members training	60	70
L.6	No. of attendance by Chair and Vice Chair at non civic organised functions	300	350
L.7	%age of events where the Chair arrives punctually	100	100
L.8	%age of replies to invitations to the Chair prepared and sent out within 3 working days of the invitation being received	85	90
	Elections		
L.9	%age of households returning the Form A1.	99	99
	Land Charges		
L.10	The %age of standard searches carried out in 10 working days	80	80
	Legal Services		
L.11	%age completion of LEXCEL accreditation	50	75
L.12	%age of written communications responded to within 10 working days.	95	97
	Public Relations		
L.13	%age increase in press/ media coverage of the services/ functions undertaken by the Council	10	20

7.0 STAFFING STRUCTURE AND WORK ORGANISATION

7.1 The Legal & Members' Services Division is part of the Chief Executive's department.

7.2 The Division is managed by the Legal & Members' Services Manager and is divided into 5 main sections as follows

- The Elections Service
- Land Charges
- Legal Services
- Democratic Services (including civic functions)
- Public Relations

7.3 An organisation chart is attached at Annexe A.

7.4 Such is the nature of the services provided that all teams within the division rely on working with staff across the Council.

8.0 OTHER RESOURCES

Revenue Expenditure

The table below shows the committee spending controlled by the Head of this Division.

Division	Gross Spending	Income	Net Spending
Total Committee Costs	844,110	310,680	533,430

Central Departmental Costs – recharged to committees

The Council has a system of central establishment charges. This means that costs related to this division are charged first to a holding code and then recharged to committees. The table below summarises these costs which are controlled by the head of this division and then recharged to services.

Division	Gross Spending	Income	Net Spending
Total Central Support Costs	670,960	-	670,960

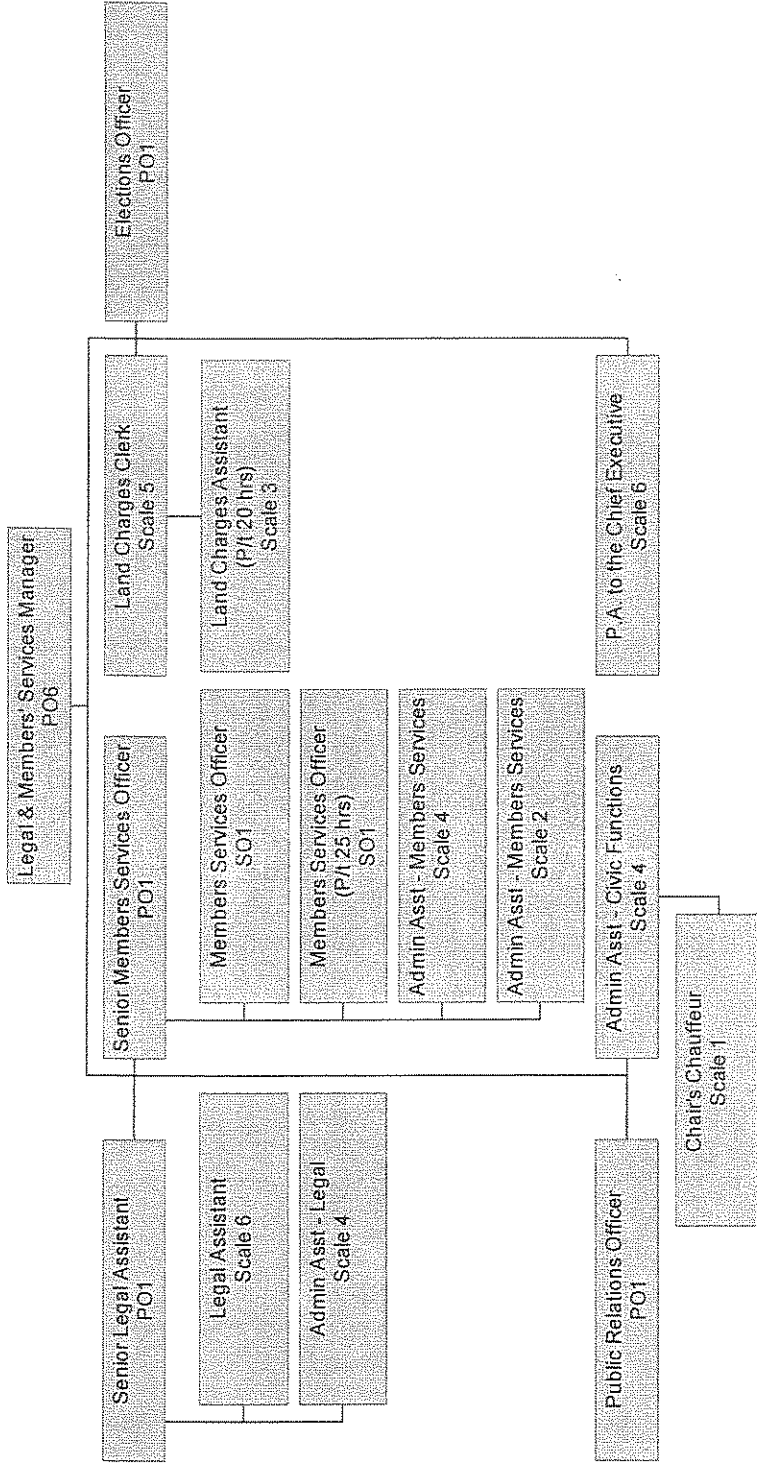
Capital Expenditure

The capital programme does not include any schemes for the Legal & Members' Services Division.

Assets

The Legal & Members' Services Division controls no assets

LEGAL & MEMBERS' SERVICES DIVISION



SERVICE PLAN

2002/03

PERSONNEL & DEVELOPMENT DIVISION

Personnel & Development Manager
7 November 2001

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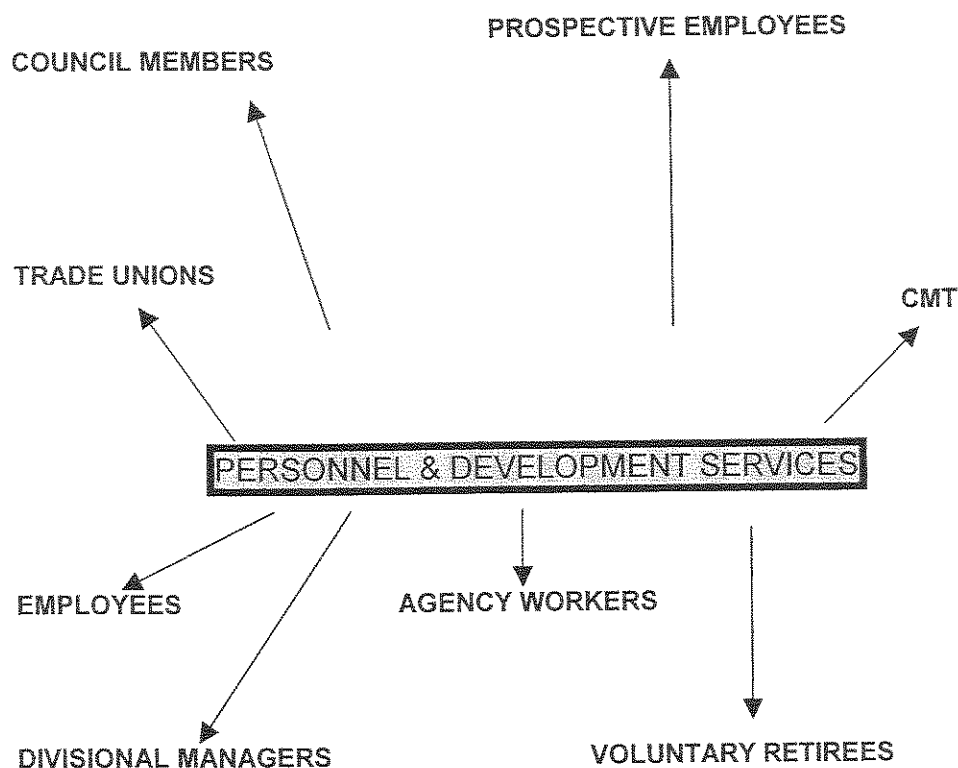
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**SERVICE PLAN – 2002/03
PERSONNEL & DEVELOPMENT DIVISION**

1.0 SERVICE DESCRIPTION

- 1.1 Our key role is to provide and continually improve a quality, professional human resource management service to the council. We provide specialist advice and support to the Council Members, Chief Officers and Management as an internal support service. This is on all matters relating to current and future employment law, good practice and the development, interpretation and application of personnel and employee development policies and practice to meet both corporate objectives and statutory requirements. The Division is responsible for the following areas outlined below:-
- 1.2 **Personnel Services** – professional support & advice, employee relations, recruitment & selection, pay & grading (including Single Status Job Evaluation), equal opportunities in employment, policy development i.e. absence management, stress management, discipline, grievance, harassment procedures, support to the Best Value Process, support to health and safety of employees, employee welfare and occupational health, Corporate activities and HRM Data Management.
- 1.3 **Training & Development** – professional support and advice on all aspects of Training & Development, and provision of direct training for employees and members. The provision and implementation of the annual corporate training plan, monitoring of the employee performance and development review process. Managing IT Training needs, and development of the Open Learning Centre. Corporate working and production of the staff newsletter.
- 1.4 Further details of current service delivery can be found in Annexe A.
- 1.5 **Who are our customers?** The service predominately is provided to a range of internal customers. They are divided into a number of categories, as it has been identified that the expectations of the internal customers vary according to their group. Additionally, it is identified that all members of the public are prospective employees. Please see the diagram overleaf, which identifies who our customers are.

Who are our customers?



1.6 **Statutory Duties:** The Personnel & Development Division does not directly provide statutory duties of the Council. However, it is an enabler of a number of duties placed upon the Council. The Council has a legal responsibility of being of a safe and responsible employer, working within UK and European legislation. The range of employment, discrimination, and human rights legislation is extensive. The consequences of not working within the law can be costly to the organisation in terms of the compensation claims, and bad publicity, and can effect the general health and welfare of our employees. The division has a responsibility to provide professional support and advice to Members, CMT and managers to assist in minimising these risks.

1.7 **Council Strategies:** The Division does not directly produce any of the current strategies of the Council. It is appropriate however, where strategies are produced that they consider personnel and development implications, and we are best placed to assist in identifying these. The division has therefore had a contribution to the content of the Corporate Plan, and Best Value Performance Plan. We are also consulted from time to time at a national level, in relation to changes in the National Joint Councils agreements / schemes of conditions of service for employees, that the organisation works within.

1.8 The division also has the lead role of implementing the national strategy adopted by the Council, Working towards Investors In People. This was adopted in 1994, and over the last 18 months significant progress has been made in developing many of the building blocks required by the organisation.

1.9 Corporate policies produced by the Division, which are currently in use, are: -

<u>Policy Title</u>	<u>Produced/ reviewed</u>
Employees Code of Conduct	July 1999
Probationary Policy	July 1999
Whistleblowing Policy	September 1999
Employee Performance Development and Review	January 2000
Training and Development Policy	January 2000
Stress Management Policy	January 2000
Redundancy Selection Policy	March 2000
Redeployment Policy & Procedure	March 2000
VER/VR Procedure	March 2000
Protection of Earnings Policy	March 2000
Recruitment Guidance	February 2001
Grievance Procedure	March 2001
Relocation Scheme	March 2001
Corporate Training Plan – ‘Training Matters’	May 2001
Sickness Absence Management Policy	June 2001
Disciplinary Procedure	July 2001
Temporary Regrading Procedure	August 2001

1.10 Other employment policies that have been provided by other divisions, and which we have had involvement in their introduction are: -

<u>Policy Title</u>	<u>Date Produced</u>
Premature Retirement Scheme	June 1998
Equal Opportunities in employment	July 1999
Policy on the use of Email & Access to the Internet	January 2001
Use of telephones and mobiles – a guide for users	August 2001

2.0 PURPOSE

2.1 The Council's employees and the essential role they play in service provision are recognised in the Corporate Plan as being a valuable asset. The plan also identifies the importance of managing all our resources efficiently and effectively, including our employees.

2.2 It is the role of Personnel & Development to assist in the most effective deployment of this asset so as to achieve the Council's corporate objectives and statutory requirements.

- 2.3 Our aim is to provide an effective service that looks for continuous improvements in service quality and efficiency, and demonstrates value for money. We will treat people fairly and promote equality of opportunity in employment generally and in our own service provision.
- 2.4 We provide professional Personnel and Development service to the council, providing specialist advice and support to the Members of the Council and Management as an internal support service. This is on all matters relating to current and future employment law, good Personnel & Development practice and the development, interpretation and application of appropriate policies and practice.

3.0 OPPORTUNITIES AND CHALLENGES

3.1 Challenges

3.2 Corporate Related Challenges:

The corporate related challenges identified in the Corporate Plan that relate to the division are as follows: -

- ❖ Put In Place Arrangements for Good Corporate Governance
- ❖ Implement Service Planning
- ❖ Establish training and development plans for employees & members
- ❖ Implement Best Value Review
- ❖ Implement Absence Management Policy
- ❖ Managing Service Delivery
- ❖ E-government in service delivery
- ❖ Organisational Change
- ❖ Improving Morale
- ❖ Ensuring people are treated fairly and equally
- ❖ Promoting a right first time ethos
- ❖ Improving communication with employees
- ❖ Working to conclude a Single status agreement
- ❖ Ongoing Implementation of the Single Status Job Evaluation Scheme
- ❖ Formulating policies and practice that assist in the introduction of an effective, integrated performance management culture

3.3 Service related challenges

- 3.4 The majority of our service related challenges are corporate related, arising out of the Corporate Plan. The Corporate Plan gives a clear acknowledgement that the Council's employees and the essential role they play in service provision are recognised as being a valuable asset. The plan also identifies the importance of managing all our resources efficiently and effectively, including our employees.

- 3.5 The government and European Parliament continue to introduce a range of new legislation and guidance that will have an impact on the Council.
- 3.6 Annexe B identifies relatively recent and prospective legislation that will influence Personnel and Development over the coming year and present a number of service related challenges, in terms of reviewing and changing existing practice and policy.
- 3.7 A challenge that has arisen from the implementation of the Employee Development and Review Process, and the Absence Management Policy, is the need for some formal procedure to enable managers to effectively manage the capability of under-performing employees.
- 3.8 Other service related challenges that have been identified through the search for continuous improvements for the service are: -
- ❖ The re-launch of Investors in People to increase awareness, when the Corporate Planning, Service Planning and PDR process are fully implemented.
 - ❖ The development of the Open Learning Centre, to widen participation in learning, and help the organisation to move towards it's targets for E-government.
 - ❖ The development where possible of training & development related to National Vocational Qualifications.
 - ❖ The revision of Recruitment & Selection Procedures to meet changing requirements in legislation.
 - ❖ The development of quality systems and procedures to improve our efficiency.
 - ❖ The development of further customer feedback, to inform future decision making.

3.9 Opportunities

- 3.10 The key opportunities are as follows: -
- ❖ to focus the resources of the Personnel & Development Division on the key strategic priorities of the organisation, that are now clearly identified in the new Corporate Plan
 - ❖ to contribute to the significant people related challenges the Corporate Plan has identified
 - ❖ to contribute to the ongoing organisational change and support ongoing improvements

- ❖ to deliver Best Value
- ❖ to assist the organisation in being an Investor in People employer
- ❖ to contribute to the development of members, management and all employees of the council, to enable the Council to meet to its corporate aims.
- ❖ to assist the organisation in its aim of treating all people fairly
- ❖ to assist the organisation in safely adhering to UK and European employment legislation and developing best practice as an employer
- ❖ to contribute to joint working with the trade unions through the implementation of the Single Status Job Evaluation Scheme.

4.0 BEST VALUE

4.1 The whole range of services covered by the Personnel & Development Division are currently under a Best Value Review. The approved Terms of Reference for the Human Resource Management review are as follows: -

'This will be a review of the whole service to ensure effective and efficient delivery of quality Personnel & Development Services to the authority that also provides value for money. This will include a review of the policies and systems that support performance management and the management of change throughout the Authority.'

4.2 The review has to-date had approved its Terms of Reference, Scope, and Project Plan and considerable work has been undertaken in the assessment of the baseline. It is due to be completed by March 2002.

5.0 KEY TASKS 2002/03

5.1 The tables below identify the key tasks that the division needs to achieve up to March 2003. The corporate tasks have been extracted from the Corporate Plan.

5.2 The Service Development tasks have arisen through employment legislation, and best practice developments. It is important to note that the Division is also in the middle of a Best Value Review, and there may be further challenges and tasks placed upon it, from the Action Plan scheduled to be produced in March 2002.

- 5.3 The Plan is based on existing resources and therefore any changes to the level of resources will clearly have an impact on our ability to deliver.
- 5.4 The ongoing tasks in the table below, are ongoing development objectives that have already been set for the division. In addition to these, we continue to produce our day to day work, as identified in our current service description detailed in Annexe A.

Corporate Key Tasks

Corporate Key Tasks

Critical Success Factor	Personnel & Development Division Contribution	Target
Put In Place Arrangements for Good Corporate Governance	<ul style="list-style-type: none"> ❖ Revising the existing codes of conduct for employees, in light of the new ethical framework for local government, and provide professional support in their implementation. ❖ Develop a protocol covering employee/member relationships (with L&MS) ❖ Service Plans to be in place for all Divisions ❖ Improve on current levels of customer satisfaction 	1/4/02 1/4/02 Nov 2001 Ongoing
Implement new Departmental and Service Planning Framework	<ul style="list-style-type: none"> ❖ All staff within P&D to have received a PDR interview and have an individual training & development plan ❖ Produce Corporate Training Plan (subject to all PDR's being completed by all Divisions) ❖ Support and promote team working ❖ Development of management competencies ❖ Implementation ❖ Modern member development programme (with L&MS) ❖ Implementation 	March 2002 May 2002 Ongoing May 2002 Ongoing May 2002 Ongoing Ongoing April 2002
Implement Programme of Best Value Reviews	<ul style="list-style-type: none"> ❖ Reduce overall level of absence within division as a whole. ❖ Provide regular management reports and support to assist implementation corporately 	March 2003 Ongoing
Implement Absence Management Policy		

Managing Service Delivery	<ul style="list-style-type: none"> ❖ To make key performance management and financial management information available on a regular basis. ❖ Implementation of E-government in service delivery – continued development of Open Learning Centre ❖ To assist with the implementation of changes to organisational structure. 	Ongoing
E-government		March 2003
Organisational Change		Ongoing
Improving Morale	<ul style="list-style-type: none"> ❖ Improving communication with employees corporately & at service level ❖ Establish arrangements to monitor employee satisfaction on a regular basis ❖ Development of family friendly employment policies and improved working conditions for employees ❖ Produce management reports on the outcome of exit interviews when employees leave the authority – on a 6 monthly basis ❖ Ongoing Implementation of the Single Status Job Evaluation Scheme without further effects on staff morale and council financial resources ❖ Working to conclude a Single status agreement ❖ To assist with improving of morale of staff ❖ Promote a right first time ethos ❖ Strengthening policies for promotion of equal opportunities in employment ❖ Ensuring service delivery is compliant with corporate equality guidance. 	<p>Ongoing</p> <p>Ongoing</p> <p>January 2003</p> <p>Sept 2002</p> <p>Ongoing</p> <p>1 April 2004</p> <p>1 April 2004</p> <p>Ongoing</p> <p>Ongoing</p>
Ensuring people are treated fairly and equally		May 2002
		As per corp. plan.

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Service Development Tasks

REF	Task	Improvements proposed	Target
	Human Rights Act 1998 (Effective 2/10/00)	<ul style="list-style-type: none"> ❖ To review all employment practices and consider whether they could be challenged under HRA 1998. ❖ To support the IT & Customer Services Manager, in :- <ul style="list-style-type: none"> ❖ A review of the Policy on the Use of Email and Access to the Internet. ❖ Establishing rules for employees on the use of all communication systems need establishing and making clear to all employees ❖ Training and support for those authorised to enter IT systems to raise awareness of the new provisions ❖ Employees should be told how monitoring software works ❖ To identify a process for employees to follow if they get unsolicited communications ❖ To continue to keep a look out for industry-specific guidelines 	<p>Continuous review</p> <p>January 2002</p> <p>January 2002</p> <p>February 2002</p> <p>February 2002</p> <p>January 2002</p> <p>Ongoing</p>
	The Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000 (Effective 24/10/00)	<ul style="list-style-type: none"> ❖ To support the Data Protection Officer in:- <ul style="list-style-type: none"> ❖ Considering revised Code of Practice, in relation to employment issues, i.e. sickness absence data and link with communications monitoring ❖ auditing existing systems and practices against new standards ❖ Introduction of Policy on Access to Personal Files and guidance for managers on keeping information ❖ planning to introduce rules for staff on legitimate/unlawful use of personal information ❖ co-ordinating secure practice across authority 	<p>June 2002</p>
	Data Protection Act 1998 (Code of practice due for imminent release)	<ul style="list-style-type: none"> ❖ To maintain awareness of issues relating to equal pay claims, the impact on likely changes to tribunal procedures. 	<p>Ongoing</p>
	Consultation Document – Towards Equal Pay for Women		

		<ul style="list-style-type: none"> ❖ To ensure train union representatives are suitably trained to assist in employer pay reviews, through the Single Status Steering Group. ❖ Specific duties to have been compiled with are:- <ul style="list-style-type: none"> ❖ To provide a system to enable the Council to ethnically monitor staff in post and applicants for jobs, promotion and training (CRE Level 1). ❖ To ethnically monitor and analyse grievances, disciplinary action, performance appraisal (where this results in benefits/sanctions), training and dismissals and other reasons for leaving (CRE Level 2) ❖ To publish annually the results of ethnic monitoring ❖ To positively promote equalities actions ❖ To work to the new Codes of Practice ❖ To undertake an equalities audit in relation to employment practice, in accordance with the CRE Standards and work with in co-ordination with the Policy & Best Value Section who will co-ordinate the audit of Equalities in service provision. ❖ To review existing policies & practice. ❖ To consider and develop opportunities for introduction of family friendly policies. 	<p>May 2002</p> <p>May 2002</p>
	Race Relations (Amendment) Act 2000 (Effective May 2002)		
	Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 (Effective 1/7/00)		September 2002
	Fixed Term Employees (prevention of Less Favourable Treatment) Regulations 2001 (Due July 2002)		November 2002
	Criminal Records Bureau – Disclosure	<ul style="list-style-type: none"> ❖ Register the Council with the Criminal Records Bureau ❖ Consider how recruitment procedure will be affected (taking into account Code of Practice) ❖ A written policy is developed on recruitment and keeping information secure and provided to applicants ❖ Decide which posts require disclosure (and what level) 	<p>Nov 2001</p> <p>January 2002</p>

		<ul style="list-style-type: none"> ❖ Identify any voluntary organisations to which we would offer umbrella cover ❖ Provide advice for Recruiters on the employment of people with Criminal Convictions ❖ Revise application forms and new contracts of employment ❖ Green Paper – Work and Parents Competitiveness and Choice (Effective April 2003) ❖ A review of existing policies and benefits for employees in line with legislative changes, particularly relating family friendly issues inc. Parental Leave 	March 2003
	Training & Development	<ul style="list-style-type: none"> ❖ To re-launch IIP and increase awareness, once the corporate plan, PDR and service planning process has been fully implemented. ❖ The development of the Open Learning Centre, to widen participation in learning, and help the organisation to move towards it's targets for E-government. ❖ The development where possible of training & development related to National Vocational Qualifications. 	September 2002 Ongoing March 2003
	Recruitment & Selection / Equal Opportunities	<ul style="list-style-type: none"> ❖ To provide a Recruitment and Selection procedure, that reflects changes in legislation. 	May 2002
	Working Time Regulations	<ul style="list-style-type: none"> ❖ Review annual leave entitlement for casual/temp employees, and existing scheme for when leave can be taken & paid up 	March 2003
	Absence Management / Stress Management	<ul style="list-style-type: none"> ❖ To provide and analyse absence reports, identifying areas for concern, e.g. no. of stress related/ manual handling absences, and location, plus produce action plans to address any issues that may arise ❖ To develop a procedure for managing capability of under performing employees. 	By April 2002 April 2002

	Quality Systems and procedures	<ul style="list-style-type: none"> ❖ To develop quality procedures and systems across the service areas. ❖ To develop further customer feedback processes on service delivery, and policy development. ❖ To adapt best practice relating to new TUPE regulations 	Ongoing
	TUPE Regulations Due 2002		March 2002
			March 2003

B15

Ongoing Key Tasks

Task	Improvements proposed	Target
Personnel Services	<ul style="list-style-type: none"> ❖ To co-ordinate personnel administration, in respect of appointments, terminations, variations to conditions of service. ❖ To advise on matters of employment law and good practice and the ongoing development and implementation of effective personnel policies. ❖ To ensure equal opportunities in employment practices ❖ To continue to develop effective monitoring systems in place for equal opportunities, and commencement of reporting, to inform decision making ❖ To continue to develop a monitoring system to assist decision making in selection of appropriate recruitment media to use ❖ To develop and maintain the Single Status job evaluation system and advise on all grading issues. 	<p>Ongoing</p> <p>March/ April 2001</p> <p>Ongoing Ongoing</p> <p>Ongoing</p> <p>1-2 years</p>
Training & Development	<ul style="list-style-type: none"> ❖ To continue to encourage the use of training as a management tool. ❖ To continue to evaluate the effectiveness of training provision and use information to improve decision-making. ❖ To advise on the development and maintenance of the Council's recruitment and appointment procedures including advice on advertisements and selection processes. 	<p>Ongoing</p> <p>Ongoing</p> <p>April 2001</p>
Personnel & Development management	<ul style="list-style-type: none"> ❖ To undertake a Best Value review for personnel and training. ❖ Implement Action Plan arising from the review 	<p>April 2002</p> <p>March 2003</p>
Improvement of HR Data Management	<ul style="list-style-type: none"> ❖ To continue to assist in the improvement of Best Value Performance Indicator results ❖ The continuing development of the Personnel Database (CHRIS) system, for multi-functions. 	<p>Ongoing</p> <p>Ongoing</p>

6.0 PERFORMANCE INDICATORS AND TARGETS

6.1 The table below shows the Best Value Indicators that relate to the service provided in this division. There is no data for Actuals in 1999/2000, as these indicators were not introduced until 2000/01. There is concern that the Financial Crisis in 1999/00 presented an exceptional year for the organisation to manage, and that would have had an impact on a number of these indicators.

BVPI	Title	Actual 2000/01	Target 2001/02	Govt. Target 2004/05
11	The % of senior management posts filled by women	17.65%	19%	
12	The proportion of working days/shifts lost to sickness absence	13.12 days	11 days	6.8 days
13	Voluntary leavers as a % of staff in post	6.55%	6.00%	
14	Early retirements (exc. Ill-health retirements) as a % of the total workforce	0.89%	1.90%	0.45%
15	Ill-health retirements as a % of the total workforce	1.49%	0.75%	0.35%
16	No. of staff declaring they meet the DDA disability description as a % of the total workforce	2.38%		
17	Minority ethnic community staff as a % of the total workforce	0.60%		

6.2 The table below shows the ac Indicators that relate to the service provided in this division.

AC No	Title	Estimate 99/00	SDDC 1999/ 2000	Average Audit Group 8 Districts	Average Derby- shire Group 7 Districts
A3a	Does the authority have a comprehensive published policy to provide services fairly to all sections of the community?	No	Yes	17% YES	57% YES
A3b	Does the authority formally monitor how it carries out this policy?	No	No	NO	43% YES

A3c(i)	Does the authority follow the Commission for Racial Equality and the Equal Opportunities Commission and Disability Discrimination Act 1995 codes of practice on employment?	No	Yes	75% YES	85% YES
A3c(ii)	Does the authority carry out formal monitoring of staff with respect to equal opportunities?	No	No	63% YES	43% YES
A4	Has the authority adopted the Commission for Racial Equality's 'Standard for Local Government'?	CRE Level 1	No	12.5% YES	71% YES

6.3 A local indicator that has been agreed to develop and monitor is the number of employees who have an individual training plan, following a PDR interview. This process commenced in January 2001 and to-date for this year we have copies of plans for 42% of employees of the Council. This figure excludes Casuals/Short-term temps/ and staff at Etwall Leisure Centre. The target for next year should be 100% if the authority wishes to re-launch an attempt at being an Investor in People employer. This will require the commitment of all managers to achieve.

7.0 STAFFING STRUCTURE AND WORK ORGANISATION

7.1 The division is part of the Chief Executives Department.

7.2 The division is managed by the Personnel & Development Manager, who reports to the Chief Executive. Whilst having some generic crossover of areas of responsibility, the division is divided into two teams.

7.3 The Personnel Services function has developed quite rapidly over recent years. For many years the authority has had only one initially part-time Personnel Officer, progressing to full-time as other duties were released. In 1998 the organisation recognised the value of employee development and implemented a post of Employee Development Officer. The review in 1998 provided a new post Assistant Personnel & Development Officer, however, this post was mainly held vacant for a variety of reasons until January 2001. The part-time Assistant Personnel & Development Officer, was a role previously managed by the IT Client Services section, until being transferred into the division in September of last year.

- 7.4 The Chief Executives Support Services Division previously provided the administration support, with one specific post being predominately allocated to the work of the division. This post was transferred as a dedicated administrative support to the division in June of last year.
- 7.5 The role of (Head of Personnel Services) now the Personnel & Development Manager was originally established in the 1998 review, however again for a number of reasons this post was mainly vacant until January 2000. Therefore the authority for the first time last year had a full Personnel & Development Service. A key task in the last 18 months, has been the development of this new team and its role.
- 7.6 **Personnel Services** – this area comprises of a Personnel Officer, and Assistant Personnel & Development Officer. The area of work covered by this team include: - Professional support and advice to members, management, & employees, on all aspects of Personnel Services, employee relations (including JNG/JCC), recruitment and selection, pay and grading, absence management, stress management and employee welfare, Equal Opportunities in employment, Discipline, grievance, harassment procedures, policy development, corporate working, human resource data management, single status job evaluation, support to the Best Value Process, support to health and safety of employees and occupational health.
- 7.7 **Employee Development** – this area comprises of an Employee Development Officer, and a part-time Assistant Personnel & Development Officer. The area of work covered by this team includes:- Professional support and advice to members, management, & employees, on all aspects of Employee Development. Provision of direct training on a wide range of subjects including corporate policies i.e. recruitment and selection, job evaluation, absence management, stress management, equal opportunities in employment, health and safety, discipline, grievance, harassment procedures etc. The provision and implementation of the annual corporate training plan, monitoring of the employee performance and development review process, and preparing the organisation for assessment for Investors in people. Managing the IT Training needs of the organisation, and development of the Open Learning Centre, and E-Learning Initiative. Employee development data management, extensive support and training for the Best Value Process. Production of the staff newsletter. Corporate working and assistance will be required for single status job evaluation.
- 7.8 An organisation chart is attached at Annexe C.

8.0 OTHER RESOURCES

8.1 Assets

There is no management responsibility within in the division for any of the Council's Assets identified in the Asset Management Plan.

8.2 Capital Expenditure

There is no management responsibility within in the division for any of the Council's Capital Expenditure.

8.3 Revenue Expenditure

There is no committee spending controlled by the Head of this Division.

8.4 Central Departmental Costs – recharged to committees

The Council has a system of central establishment charges. This means that costs related to this division are charged first to a holding code and then recharged to committees. The table below summarises these costs which are corporately identified as being controlled by the head of this division and then recharged to services.

This is an area that needs review, as a substantial amount of these costs relate to costs for areas of responsibility in the Finance & IT Division, such as Payroll, Audit, Insurances etc. which the Personnel & Development Manager has no control.

	Total Budget	Income	Net Budget	Service Area
CE - PS	214,030	-	214,030	Personnel & Development
CE - PS	763,780	4,050	759,730	Staff Costs
CE - PS	92,010	20	91,990	Wages Costs
	1,069,820	4,070	1,065,750	Total Central Support Budgets - Personnel Services