

PERSONNEL & DEVELOPMENT DIVISION SERVICE PLAN 2002/2003

FINAL MONITORING REPORT (January 2003)

SERVICE DESCRIPTION

- 1.1 The Division's 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:-

ACHIEVEMENTS

- 2.1 There have been a number of key achievements for the Division over the last year. These are detailed below.
- 2.2 Undertaking the HRM Best Value Review, which has resulted already in the commencement of customer consultation for our service on a formal basis and has generated specific outcomes to improve overall service delivery for our customers. Also the development of partnership opportunities with other local authorities and other external organisations.
- 2.3 Implementation of the Performance Development Review process for employees, co-ordinated with a change in the Annual training budget allocation process, so that budgets are now allocated on a 'needs basis', focusing resources where they are of greatest need. This new approach to employee development incorporates corporate overview into the planning and evaluation of employee development, linking development needs to organisational objectives. Additionally there has been a corporate evaluation of employee development, in relation to its links to the organisation's achievements in its first corporate plan. This recognises how employees and their development contribute to the organisation's successes.
- 2.4 Fundamental review of Occupational Health provision, providing improved service levels, and on site access to professional advisors, for no greater cost per appointment, utilising the benefits of a partnership approach with 3 other local authorities. Also significant work and effort into establishing the organisation's first ever Absence Management procedure, developing managers to manage absence, and supporting them through this work.

Increased number of phased returns to work following ill health, and reduction in no. of ill health retirements to government target levels. Establishment of access to independent Counselling services, where Occupational Health feels it is appropriate. Reviewing absence relating to type of illness and setting up process to place resources into areas of greatest need for pro-active occupational health work. Commencement of Walking your way to health project. There has however only been a slight decrease in levels of overall absence and further work is needed.

- 2.5 Opening of the Open Learning Centre for all employees and members to provide alternative and flexible routes to learning, through on-line facilities, audio visual packages, shared reading resources and other development products. This work is to be developed further to extend usage internally. We have taken part in the Idea Pilot Project ' Learning Pool', and are to be in their new brochure, as an example of good practice for what can be achieved with E-Learning in small district authorities.
- 2.6 Significant workload on supporting many organisational reviews throughout the year, including market testing of salaries, consultation procedures, redundancy, redeployment, and recruitment.
- 2.7 Commencement of Single Status Steering Group (SSSG), with extensive research having being undertaken, to ensure the authority enters into this project jointly between members, management and trade unions, being responsible in approach, due to developing knowledge of all the relevant issues. A project plan is in place and progress has begun to work within it. The first key achievements have been to produce key corporate policy documents.
- 2.8 Development of the ability to monitor equalities data and report on it, with a view to then utilising the information to inform future decisionmaking. Have implemented on-line recruitment system, with targeted promotional links to minority community websites. Applications received online have been 16%, with 9% of appointees having used this media. This is in line with national statistics. We have an improvement in our BVPI's and local indicators this year, with 2 out of 3 govt targets being met, and an improvement in 7 out of 9 indicators. Further work is needed however to increase the number of employees from ethnic minority communities, at all levels in the organisation.
- 2.9 Development/review of following procedures over the last year:- Grievance Procedure, Relocation Scheme, Corporate Training Plan – 'Training Matters', Sickness Absence Management Policy – plus follow up review, Disciplinary Procedure, Temporary Regrading Procedure - plus follow up review.
- 2.10 Additionally currently in negotiations we have a scheme on clarifying Car User Allowance Entitlements, and a new package of family friendly leave entitlements, which are to contribute towards addressing recruitment and retention issues.
- 2.11 We also have in draft format policies relating to, Recruitment & Selection in relation to CRB, managing capability of employees, part time employment.

2.12 Re-launch of Investors in People, through fast track programme funded by the Learning Skills Council. The approach has provided an initial assessment in early June 2002, where we received accreditation for two thirds of the sub indicators identified in the standard. The assessor provided a summary report and action plan, and further support has been provided by LSC to assist us follow up and improve areas identified, with a final assessment in March 2003. This way has enabled external support to be provided, and clear guidance on areas of improvement for the organisation. The assessor considered the organisation had a 'forward looking and professional HR department committed to introducing appropriate change for the right reasons'.

2.13 Key initiatives to arise already from this have been the launch on weekly team briefings, with a corporate core brief produced weekly by CMT; development of management competencies; improved evaluation processes for our service plans and individual training plans in relation to employee development, and a clear understanding of how employee development activities have contributed to the success of achieving corporate objectives, increased numbers of employees working towards NVQ's, understanding of employee views from exit interviews, and follow up focus groups. The number of employees who have a training plan following a PDR interview has risen to 73%. This is a significant increase on last year.

AREAS FOR IMPROVEMENT

3.0 Areas of work, which still need to be undertaken, or are ongoing, are outlined below.

- ❖ Revising existing codes of conduct, and member/officer protocols.
- ❖ Continuing to improve levels of customer satisfaction, and clarifying our role.
- ❖ Development of a management development programme.
- ❖ Assisting with reducing overall levels of absence in the authority, and some targeted support in areas with high levels of absence continuing.
- ❖ Targeted support in areas where PDR's have not been undertaken
- ❖ Developing further local policies for family friendly employment practice, and part-time workers.
- ❖ Ongoing long-term project of Single Status.
- ❖ Strengthening policies and procedures for promotion of equal opportunities in employment, and harassment. Undertaking audit of existing practice.

SERVICE DEVELOPMENTS

4.1 Service Developments approved for funding so far this year have been:-

- £2000 p.a. for pro-active occupational health activities

BUDGET REDUCTIONS

5.1 Budget reductions have been offered and approved in the following areas:-

- PC Training now covered through in-house provision by P&D, in the Open Learning Centre, generating savings of £7000 p.a.

NEW/EMERGING ISSUES

- 6.1 There will be new / emerging issues for the division arising through the HRM Best Value Review. They will be reported to a future Finance & Management Committee.
- 6.2 The other main area of work will come from the Corporate Governance Assessment, under which the review will now be inspected.

REVIEW OF PERFORMANCE

Best Value Reviews

Focus on Years 1 – 3

Review	Completion Date (show revised date in bold italics)	Status and Progress to Date
Human Resource Management	April 2002	Year 2 Review – Baseline, option appraisal, & consultation complete. Improvement plan drafted January 2002. Awaited organisation of 'reality check' from Best Value team until October 2002. Action plan now amended following this, and has had initial challenge by BVWG January 2003. Further meeting required with BVWG before can finalise issues to be addressed, and amend accordingly. It will then go to a future Scrutiny Committee and then finally to this committee.

Corporate Key Tasks

CSF Ref. No.	Proposed Action	Timescale	Progress to 31 st March 2002	Revised Timescale
	Personnel & Development Division Contribution	Target		
	❖ 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.	1/4/02	Awaiting release of national guidance before able to prepare for consultation	As per timetable of LDSM
	❖ Develop a protocol covering employee/member relationships (<i>with L&MS</i>)	1/4/02	Awaiting release of national guidance, and appointment of L&MS Mgr., before able to prepare for consultation.	As per timetable of LDSM
	❖ Service Plans to be in place for all Divisions	Nov 2001	COMPLETE - by due date, and approved by F&M.	
	❖ Improve on current levels of customer satisfaction	Ongoing	COMPLETE - Undertook focus group consultation with our customers at 2 stages of the HRM BVR, and now utilising information to inform improvement plan, work ongoing. IIP Assessment feedback June 2002 demonstrated an improving service.	
	❖ All staff within P&D to have received a PDR interview and have an individual training & development plan	March 2002	Part complete by 1 March 2002. COMPLETE - by June 2002	End May 2002
	❖ Produce Corporate Training Plan (subject to all PDR's being completed by all Divisions)	May 2002	COMPLETE - June 2002	June 2002, based on plans received by end May 2002.
	❖ Support and promote team working	Ongoing	COMPLETE - Teambuilding training provided as part of Corporate Training Programme. Also addressed in BVR improvement plan. Started to attend team meetings across departments where corporate policies & practice need promoting.	

	<ul style="list-style-type: none"> ❖ Development of management competencies ❖ Implementation ❖ Modern member development programme (with L&MS) ❖ Implementation 	<p>May 2002</p> <p>Ongoing</p> <p>May 2002</p> <p>Ongoing</p>	<p>Also will be opportunity to clarify role with staff and assist in improving our customer satisfaction. Positive feedback from IIP report, recognising teamwork approach. COMPLETE - Competencies drafted and provided to CMT.</p> <p>Mgt Devt. Programme to be considered by CMT & Div Mgrs shortly & implemented</p> <p>COMPLETE - Emp. Devt. Officer has contributed to the development of the EMRLGA Modern Member Development programme, at a regional level. COMPLETE - The EMRLGA programme is available. Also IT training and support provided by the Asst P&D Officer. Induction training was provided for Independent Members, along with support provided on other devt. sessions for Members generally.</p>	<p>Start August 2002</p>
<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 	<p>March 2003</p> <p>Ongoing</p>	<p>Absences have been low in the division over last 12 months, and continue to decrease. Govt target is 3%; P&D staff have been below this all year.</p> <p>COMPLETE - System in place and being implemented for regular bi-monthly reports provided to CMT and Div Managers with ongoing support provided by Personnel staff to managers. Also 6 monthly reports provided to members. All managers / team leaders have been trained in managing employees under the procedure.</p>		

		<p>Fundamental review of Occupational Health provision completed, resulting in new Occupational Health provider, through joint consortium arrangement.</p> <p>Now have improved service with Occ. Health Advisor on site at SDDC for ½ day per month, from 1 April 2002. The level of appointments has increased and now includes opportunity for managers to discuss cases.</p> <p>Also provided now are workplace assessments etc., & there are opportunities for joint working on proactive work.</p> <p>Undertook redecoration and refurbishment of First Aid room, to site the Advisor, undertaken within existing budgets.</p> <p>Follow up survey to learn from lack of success with the 'Walking your way to health project', in partnership with Community Development Division & WHI team, although. The Health & Safety committee will utilise survey information to support future proactive work in terms of reducing stress levels, improving health, and changing lifestyles, utilising some of the additional funding approved, due to P&D making savings in other budget heads.</p> <p>Development of new Sickness Absence Classification reports, which enable nature of illnesses to be categorised in way that allows analysis of related illnesses, to</p>	
--	--	---	--

			<p>identify areas of greatest risk, where proactive work needed.</p> <p>More work is still needed however in some divisions. Also corporately we have learned that we need to concentrate on improving the way we handle long-term absences, as 4% of employees, have had 50% of the absences in the last 12 months.</p>	
	To make key performance management and financial management information available on a regular basis.	Ongoing	<p>COMPLETE - Provided on request as part of daily tasks now. e.g. Training data, Sickness data, Turnover rates, Equalities Data, Market Testing of Pay rates, utilising the HR /Payroll system to far greater use.</p>	
	Implementation of E-government in service delivery – continued development of Open Learning Centre	March 2003	<p>COMPLETE - Development of Open Learning Centre. Has been part of Idea national pilot in the development of bespoke e-learning packages. They have used our work as examples of good practice in a small authority, and we are to feature shortly in their new brochure.</p> <p>The E-Learning facilities have provided alternative approaches to development opportunities for members/employees.</p> <p>Have procured and implemented On-line Recruitment & Selection, for the benefit of prospective candidates. This provides prospective candidates with downloadable application packs, including app, forms, and the opportunity to return applications online. It also links our website to other local govt websites automatically, to widen access to our site. 16% of applicants have come through this route, and 9% of applicants have been</p>	

			successful in securing employment this way. This is in line with national trends.	
	To assist with the implementation of changes to organisational structure.	Ongoing	<p>COMPLETE - Have provided professional support and advice to a number of reviews. In the last 12 months have supported the following:- Sheltered Housing Review, Review of Pay & Benefits for Housing DLO Manual Workers, Closure of Corporate Profit Share Scheme, Corporate R & R Exercise, Annual Regrading Reviews Building Control Restructures, Housing Advice & Homelessness team review, Technical Services Phase 2 Restructure, Housing Change Management Programme, and Legal & Member Services Restructure, as well as others still ongoing.</p> <p>It is important to recognise the significant workload in this area. Work such as the Housing Management review impacted significantly on the amount of time we had available to progress other projects.</p>	
	Improving communication with employees corporately & at service level	Ongoing	<p>Undertook focus group consultation with our customers at 2 stages of the HRM BVR, and now utilising information to inform improvement plan, work ongoing. Intend to follow up annually. Regular bi-monthly staff newsletters. IIP Assessment feedback June 2002. 6 monthly communication leaflets also from SSSG.</p>	
	Establish corporate arrangements to monitor employee satisfaction on a regular basis	January 2003	<p>Weekly core briefing meetings implemented, plus weekly core brief document from CMT. Also whole divisional quarterly meetings to improve communication and receive feedback on a</p>	

	<p>Development of family friendly employment policies and improved working conditions for employees</p> <p>Produce management reports on the outcome of exit interviews when employees leave the authority – on a 6 monthly basis</p> <p>Ongoing Implementation of the Single Status Job Evaluation Scheme without further effects on staff morale and council financial resources</p>	<p>Sept 2002</p> <p>Ongoing</p> <p>1 April 2004</p>	<p>regular basis. Follow up IIP assessment due March 2003</p> <p>A new package of family friendly leave entitlements, which are to contribute towards addressing recruitment and retention issues, and to address legislative issues due in April 2003 are under negotiation currently.</p> <p>Exit interviews undertaken by Emp. Devt Officer, and then reported to CMT. Report produced August 2002, and focus groups have recently been undertaken with employees to follow up comments & seek views on solutions for recruitment and retention</p> <p>Work ongoing. Project plan approved, allocated key tasks to leading officers/members, and after extensive research and discussion on most responsible way forward, 6 monthly written communication provided to members and employees. SSSG have received demo on software available and agreed to its purchase.</p> <p>Visits have been undertaken to other authorities that are concluding their JE, and also member of regional user group, for officers and TU's to learn from practice of others. Evaluation Procedures, and Moderation & Appeal Procedures have been approved. A Benchmark sample & JE Questionnaire are prepared. Extensive work is ongoing on local conventions currently, which is very time consuming.</p>	<p>March 2003</p> <p>November 2002 for next report and then 6 monthly</p> <p>1 October 2004</p>
--	--	---	---	---

	Working to conclude a Single status agreement	1 April 2004	Existing Budget available agreed, and all existing arrangements being reviewed as part of above project. (Work on Housing DLO changes to terms and benefits, brings those employees much closer to arrangements made available to staff e.g. monthly pay, terms of notice, annual salaries, removal of existing allowances, bonus payments profit share payments etc., introduction of PDR's (even though this group of employees are not tied into the SSJE agreement. Work undertaken so far has been on Occ. Health, PDR's, improving access to training & devt. IP, and improving communication.	1 October 2004
	To assist with improving of morale of staff	Ongoing	Monitoring of equalities data now being undertaken. 1 st reports on equalities data have been produced. All existing internal training includes equalities issues where relevant. In terms of positive action for promotion of employment, through On-line recruitment we now provide targeted promotion of the Council as an equal opportunities employer, with direct links to minority groups websites, with links back to details of all our vacancies, and relevant recruitment information. Work still needed, in terms of undertaking an Equalities audit, and review of existing policies, delayed due to increasing workload from organisational changes, and day to day tasks etc. Also awaiting corporate guidance from Policy & Best Value Division. Would recommend a	January 2003
	Strengthening policies for promotion of equal opportunities in employment, in relation to gender, race, colour, ethnic or national origin, religion, disability, marital status, age, sexuality or because they are living with HIV/AIDS, in line with statutory guidance. To review existing harassment policy.	May 2002		

	<p>Ensuring service delivery is compliant with corporate equality guidance.</p>	<p>As per corp. plan.</p>	<p>revised approach that co-ordinates the audit and review of equalities for both service and employment issues.</p>	<p>To be undertaken in accordance with a corporate approach to the overall issue, with Policy & Best Value, timescale will depend on resources available.</p>
--	---	---------------------------	--	---

Departmental Key Tasks

Key Aim	Proposed Action	Timescale	Progress to 31 st March 2002	Revised Timescale
	<p>Improvements proposed</p> <p>To review all employment practices and consider whether they could be challenged under HRA 1998.</p>	<p>Target</p> <p>Continuous review</p>	<p>COMPLETE - Have reviewed Disciplinary, Grievance & Appeals Procedures. Have addressed in new Temporary Regrading Procedure, and Absence Mgt Procedure.</p>	
	<p>To support the IT & Customer Services Manager, in :-</p> <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>January 2002</p> <p>January 2002</p> <p>February 2002</p> <p>February 2002</p> <p>January 2002</p> <p>Ongoing</p>	<p>COMPLETE - Have provided advice as required by IT.</p> <p>COMPLETE - Have provided advice as required by IT.</p> <p>To be undertaken by IT</p> <p>Completed by IT</p> <p>Completed by IT</p> <p>Complete as above</p>	
	<p>To support the Data Protection Officer in:-</p> <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 	<p>June 2002</p>	<p>Have provided advice as required by IT. Have reviewed Sickness Absence Procedure and this is currently under negotiation.</p> <p>Currently being done in other areas of our service.</p>	

	<ul style="list-style-type: none"> ❖ 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>Currently being drafted</p> <p>Research being undertaken</p> <p>All personal files are now held by Personnel. Ongoing review being undertaken.</p>	August 2002
	<p>To maintain awareness of issues relating to equal pay claims, the impact on likely changes to tribunal procedures.</p> <p>To ensure trade union representatives are suitably trained to assist in employer pay reviews, through the Single Status Steering Group.</p>	<p>Ongoing</p> <p>May 2002</p>	<p>Complete. – Research complete, no major claims / issues within the council in relation to this.</p> <p>Postponed in line with SSSG project plan.</p>	Start April 2003
	<p>Specific Equalities duties to have been compiled with are:-</p> <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 	May 2002	<p>System now available. Equalities data is collated from existing staff, and process is in place allowing ongoing collation of data from new appointments, and recruitment candidates. Please see summary of feedback earlier in the report.</p> <p>System now available to analyse this information.</p> <p>Published 1st employment equalities data, as part of HRM BV Review in January 2002, and BVPI's for 2002/02. See earlier in the report for further information.</p>	

	<ul style="list-style-type: none"> ❖ 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. 		<p>On-line recruitment provides targeted promotion of the Council as an equal opportunities employer, with direct links to minority groups websites, with links to details of all our vacancies, and relevant recruitment information.</p> <p>Audit needed against specific legislative criteria.</p> <p>Still needs to be done and is high priority due to statutory requirements, and awaiting guidance from Policy & Best Value Division on corporate approach.</p>	
<ul style="list-style-type: none"> ❖ To review existing policies & practice for Part-time workers. ❖ To consider and develop opportunities for introduction of family friendly policies. 		September 2002	<p>Working within existing legislation. Local policies in draft format.</p> <p>A new package of family friendly leave entitlements, which are to contribute towards addressing recruitment and retention issues, and to address legislative issues due in April 2003 are under negotiation currently.</p>	
<ul style="list-style-type: none"> ❖ To monitor implementation guidance over next year and our use of Fixed Term Contracts. Preventing less favourable treatment through the terms of the contract ❖ Also to prevent abuse arising from successive renewals 		November 2002	<p>No progress to-date, but limited use of Fixed Term contracts, and all produced through P&D Division, so minimal risk.</p>	
<ul style="list-style-type: none"> ❖ Register the Council with the Criminal Records Bureau ❖ Consider how recruitment procedure will be 		Nov 2001	<p>COMPLETE - Registration complete May 2002. There have been delays nationally in registration process.</p> <p>Initial report to CMT has been produced</p>	

	<p>affected (taking into account Code of Practice)</p> <ul style="list-style-type: none"> ❖ A written policy is developed on recruitment and keeping information secure and provided to applicants ❖ Decide which posts require disclosure (and what level) ❖ 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 <p>Green Paper – Work and Parents Competitiveness and Choice (Effective April 2003)</p> <ul style="list-style-type: none"> ❖ A review of existing policies and benefits for employees in line with legislative changes, particularly relating family friendly issues inc. Parental Leave 	<p>January 2002</p>	<p>and a way forward recommended and agreed. Procedure drafted to go for consultation to JNG in March 2003. Drafted to go to JNG March 2003 Working with CVS, in terms of them recommending a way forward for voluntary sector, with some advice and support from us. To be undertaken when policy agreed as outlined above. Contracts amended. Application forms still to be done, but additional information sheet provided currently in applicant pack. A new package of family friendly leave entitlements, which are to contribute towards addressing recruitment and retention issues, and to address legislative issues due in April 2003 are under negotiation currently.</p>	
	<p>To re-launch IIP and increase awareness, once the corporate plan, PDR and service planning process has been fully implemented.</p>	<p>September 2002</p>	<p>COMPLETE Re-launched with CMT & Divisional Managers in March 2002. All employees briefed during May 2002.. Working with Learning Skills Council, in new approach to assessment. LSC are funding assessment by East Midlands Quality Centre, in June 2002. They accredited us with 66% of sub indicators.</p>	<p>March - end May 2002</p>

	<p>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.</p> <p>The development where possible of training & development related to National Vocational Qualifications.</p>	<p>Ongoing</p> <p>March 2003</p>	<p>They provided a positive summary report, and recommend actions. Action plan then drawn up and implemented. Follow up assessment March 2003. Have introduced step changes to improve communication as outlined earlier, and have evaluated contribution of training and development to corporate success in corporate plan monitoring report.</p> <p>COMPLETE - Ongoing development of utilisation of Open Learning Centre. Have been part of Idea national pilot in the development of bespoke e-learning packages. They have used our work as examples of good practice in a small authority, and we are to feature shortly in their new brochure.</p> <p>The E-Learning facilities have provided alternative approaches to development opportunities for members/employees.</p> <p>COMPLETE - Relevant recommendations where NVQ's can address specific training requests addressed through Corporate Training Report to CMT in June 2002. Achievement by our Cleaners of NVQ in Cleaning Services in April 2002. Further work with Grounds Maintenance employees now underway, with financial support from LSC. Work will continue with further funds from LSC as made available.</p>	
--	---	----------------------------------	---	--

	To provide a Recruitment and Selection procedure, that reflects changes in legislation.	May 2002	COMPLETE - Initial procedure dealing with legislative aspects being addressed as part of CRB review above. Extended training modules in this area, and have clear guidance in booklet issued through the training. COMPLETE - recommendations approved by committee. Further guidance notes provided for staff.	
	Review annual leave entitlement for casual/temp employees, and existing scheme for when leave can be taken & paid up 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.	March 2003 By April 2002	COMPLETE - SAC's now set up on computerised payroll/personnel system. 1 st reports analysed by H&S Committee	
	To develop quality procedures and systems across the service areas.	April 2002	Draft produced, needs to go through normal consultation procedures.	
	To develop further customer feedback processes on service delivery, and policy development.	Ongoing March 2002	COMPLETE - Monitoring systems in place - include absence mgt., recruitment & selection, equalities monitoring, media monitoring. COMPLETE - Started process with focus groups on HRM BVR. IIP Assessment feedback, and now through focus groups and core briefing meetings.	
	To adapt best practice relating to new TUPE regulations	March 2003	COMPLETE - Seminar attending on forthcoming expected changes. Research undertaken; will implement if situation arises.	

Service/Ongoing Key Tasks

Key Aim	Service Key Task/Action	Timescale	Progress to 31 st March 2002	Revised Timescale
	<p>Improvements proposed</p> <p>To co-ordinate personnel administration, in respect of appointments, terminations, variations to conditions of service.</p> <p>To advise on matters of employment law and good practice and the ongoing development and implementation of effective personnel policies.</p> <p>To ensure equal opportunities in employment practices</p> <p>To continue to develop effective monitoring systems in place for equal opportunities, and commencement of reporting, to inform decision making</p> <p>To continue to develop a monitoring system to assist decision making in selection of appropriate recruitment media to use</p> <p>To develop and maintain the Single Status job evaluation system and advise on all grading issues.</p>	<p>Ongoing</p> <p>March/ April 2001</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>1-2 years</p>	<p>Completed, now ongoing daily task.</p> <p>Completed, now ongoing daily task.</p> <p>Ongoing as per service devt. Tasks.</p> <p>Completed – as identified in service devt. tasks.</p> <p>Completed – as identified in service devt. tasks.</p> <p>Ongoing until October 2004. Progress reported in Corporate tasks.</p>	
	<p>To continue to encourage the use of training as a management tool.</p> <p>To continue to evaluate the effectiveness of training provision and use information to improve decision-making.</p> <p>To advise on the development and maintenance of the Council's recruitment and appointment procedures including advice on advertisements and selection processes.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>April 2001</p>	<p>Specific tasks identified in service devt, and corporate tasks.</p> <p>Evaluation systems now in place for all training, with corporate monitoring system in place for internal training.</p> <p>Now part of daily tasks.</p>	
	<p>To undertake a Best Value review for personnel and training.</p>	<p>April 2002</p>	<p>Ongoing as outlined earlier.</p>	

	<p>Implement Action Plan arising from the review</p> <ul style="list-style-type: none"> ❖ To continue to assist in the improvement of Best Value Performance Indicator results 	Ongoing	<p>Action plan to be approved.</p> <p>Improvements in BVPI's 11a (increase in top 5% of earners that are women, BVPI 12 slight improvement in no. of days lost due to sickness absence, BVPI 13 decrease in Voluntary Leavers, BVPI 14 -- improvement in early retirements -- none this year, BVPI 15 (decrease in no. of ill health retirements, 16a (increase in no. of employees who have a disability), for 2002/03. Ongoing work continuing to address other BVPI's.</p>	
	<ul style="list-style-type: none"> ❖ The continuing development of the Personnel Database (CHRIS) system, for multi-functions. 	Ongoing	<p>Developments in reporting ability, for establishment reports, equalities data, Sickness absence. Training database set up separately on Access.</p>	

PERFORMANCE INDICATORS AND TARGETS

Best Value Performance Indicators

BVPI No.	Title	Government Target	Estimate 2002/03	Target 2002/03 (bold italic if new/revised)	Actual 2001/02	Estimate 2001/02	Target 2000/01	Actual 2000/01
11a	The percentage of top 5% of earners that are women	N/a	29.41%	24%	18%	18%	N/a	18%
11b	% of top earners from black & ethnic minority communities	N/a	0	<i>new</i>	N/a	N/a	N/a	N/a
12	No. of working days lost due to sickness	6.8 days	15.38 days	11 days	15.48 days	15.7 days	N/a	13.12 days
13	Voluntary leavers as % of staff in post	N/a	8.54%	N/a	10.36%	9.87%	N/a	6.55%
14	% of employees retiring early excluding ill health retirements	0.45%	0	0.89%	2.20%	2.23%	N/a	0.89%
15	% of employees retiring early due to ill health	0.35%	0.32%	0.64%	0.63%	0.64%	N/a	1.49%
16a	% of employees who are disabled	N/a	3.5%	3.5%	2.51%	3.18%	N/a	2.38%
17x	% of employees who are from ethnic minority communities	N/a	0.63%	1.5%	0.94%	0.96%	N/a	0.60%

Local Performance Indicators

Local Indicator	Estimate 2002/03	Target 2002/03	Actual 2001/02	Estimate 2001/02	Comments
Number of employees who have an individual training plan, following a PDR interview	73%	100%	42%	N/a <i>new</i>	This should be ideally 100%, but 95% is realistic, at any one time. We have not achieved this, but have increased the overall levels significantly.

