

REPORT

To: GENERAL PURPOSES COMMITTEE POLICY AND RESOURCES (PERSONNEL) SUB-COMMITTEE		Subject: DEPARTMENT OF ADMINISTRATION SERVICE PLAN: MONITORING REPORT
From: DIRECTOR OF ADMINISTRATION		
Date: 14 October 2002	Ref: JAF/IL	

1. **Purpose of Report**

- 1.1 When the Service Plan for the Department of Administration for the period 2001-2004 was approved, it was noted that progress in addressing strategic and operational issues and in undertaking priority and key actions would be monitored. This report advises of the current stage of implementation of the Service Plan.

2. **Priority Actions**

- 2.1 The Service Plan identified ten priority actions. The current stage of implementation is as follows:

- Complete job evaluation and finalise proposals for harmonised conditions of service in terms of the single status agreement.

A detailed project plan for the Job evaluation Scheme has been agreed for the varying stages of the project and progress to date has been in accordance with the plan. The Corporate HR Working Group, comprising interdepartmental representation, has been established and is progressing implementation of proposals for harmonisation of conditions of service.

- Resource the Council and the Chief Executive in the review of political management and decision-making arrangements

Following consideration of a report by the Director of Administration, the Member/Officer Group on Local Government Modernisation has concluded its review of the decision-making process and a report will be submitted to the Policy and Resources Committee. The Member/Officer Group has, also, approved and agreed to recommend the publication of a summary of the decision-making structures within North Lanarkshire Council.

- Make application for Investors in People accreditation

Application for Investors in People accreditation has been made and arrangements for assessment have been finalised.

- Assess impact of proposed Freedom of Information legislation

Following a presentation to the Corporate Management Team, the Department of Administration will lead an interdepartmental working group to assess the impact of, and make preliminary arrangements for implementation of the Council's responsibilities with regard to, the Freedom of Information (Scotland) Act 2002.

- Implement new arrangements for recruitment procedure

A new Recruitment Policy has been adopted by the Council and its implementation has been supported by relevant guidelines and a more focussed training programme.

- Achieve upgrading of District Court in Coatbridge

The proposals for upgrading the District Court in Coatbridge are the subject of further consideration in light of a corporate review of Council office accommodation in the Coatbridge area.

- Undertake preparation of combined Council and Scottish Parliament elections in 2003

A draft timetable of action required for the conduct of the combined Council and Scottish Parliament elections in 2003 has now been completed and preparations are proceeding in accordance with that timetable.

- Complete review of absence management arrangements to enhance compliance with absence management strategy

The review of absence management arrangements will be the subject of consideration in terms of the corporate Best Value Review of Absence Management, for which Administration has been assigned lead department of the interdepartmental working group.

- Publish Council notices, agendas, reports and minutes on the Internet

All current Council notices, agendas, reports and minutes are now simultaneously published in conventional form and on the Internet.

- Introduce corporate management development programme

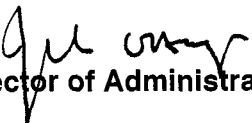
A corporate management development programme has now been introduced, initially targeting fourth tier officers and above. In the course of five, three day sessions delivered to date, a total of eighty one senior officers of the Council have participated in this programme.

3. **Key Actions**

- 3.1 Key actions identified in the Service Plan and current state of progress are as detailed in the appendix to this report.

4. **Recommendation**

- 4.1 It is recommended that the Committee, and the Sub-Committee each, for its respective interest, note the progress made with regard to the Department of Administration Service Plan 2001/2004.


Director of Administration

Members seeking further information on the contents of this report are asked to contact John Fleming, Head of Central Services on Extension 2228.

3. REVIEW OF KEY ACTIONS 2002/2003

Appendix

3.1	Progress outcomes of all Departmental Best Value Reviews.	Best Value Service Review	2001/2002	Matters identified in respect of improvement action plans are being progressed and monitoring reports submitted to Committee.		1, 2, 7
3.2	Contribute to development and operation of Corporate Plan Working Groups	Corporate Management Team/ Corporate Plan	2001/2004	All corporate working groups to which Administration Department representatives have been appointed have met and the Department is actively contributing to each Group.		1, 2, 4, 5, 7
3.3	Chair Best Value Working Group	Corporate Management Team/ Corporate Plan	2001/2004	Working Group has been established. Action Plan prepared and reported to Corporate Management Team		7
3.4	Chair HR Working Group	Corporate Management Team/ Corporate Plan	2001/2004	Working Group has been established. Action Plan prepared and reported to Corporate Management Team		7
3.5	Pursuit of Charter Mark accreditation in respect of the Area/Registration Service and development of services provided by the network of Area/ Registration Offices.	Government Initiative	2001/2002	<p>Area/Registration Service was awarded Charter Mark for Excellence in Public Service in December 2000. Development of the service is ongoing.</p> <p>Due to changes in Charter Mark Standard notification has been received that the reassessment planned for 2003 has been postponed until 2004.</p>	Continue to work to Charter Mark standards	3, 4, 5, 7

3.6	Upgrading and Improvement of the accommodation provision of certain Area/Registration Offices.	Department	2001/2002	<p>Work is continuing to identify a suitable alternative location for the Coatbridge Registration Office.</p> <p>Relocation of the Cumbernauld Area/Registration Office from Fleming House to Bron Way has been approved.</p>	Tenders to be invited with a view to work being completed in financial year 2002/2003	1
3.7	Development of the Property Enquiry Service in light of the survey of existing users and publication of the range and availability of those services to other potential customers.	Department	2001/2002	A survey of existing users has been completed. It is noted that the usage of the service has increased significantly in the period since approval of the service plan.	The service will be adapted in light of the findings of the customer survey	1
3.8	Resource and advise the Council and the Chief Executive in future development of the Council's decision making processes.	Department	2001/2002	Following monitoring and evaluation, the Review Group on Local Government Modernisation has agreed that a final report be submitted to the Policy and Resources Committee.	It is anticipated that the final report to the Policy and Resources Committee will be prepared and submitted before the end of the current calendar year.	1 - 7
3.9	Achieve significant enhancement in the services provided and improvement in efficiency and flexibility of service delivery through use of information technology.	Department	2001/2002	All current notices, agendas, reports and minutes of the Council and all of its Committees and Sub-Committees are published on the Intranet and Internet.	The process of scanning in back minutes to the MARS system will continue.	7
3.10	Put in place a comprehensive package of training and development to meet the needs of Elected Members.		2001/2002	A programme of in house training and development for Elected Members was developed, approved and delivered in 2001/2002.	The planned programme of Members Training and Development will continue throughout	1, 2, 7

				Provision has also been made for members' participation in the Professional Development Award for Elected Members and the European Computer Driving Licence.	2002/2003.	
3.11	Fully Resource the Chief Executive as Returning Officer in his conduct of the 2001 General Election in all five North Lanarkshire constituencies.	Department	2001	The Department of Administration resourced the Chief Executive as Returning Officer in his conduct of the 2001 General Election in all five of the North Lanarkshire constituencies.		7
3.12	Achieve a full staffing resource within the Members Services Unit and develop the services which are provided to Elected Members through that Unit.	Department	2001/2002	Throughout the period of the plan it is the objective of the Department to ensure that the staffing resources of the Members' Services Section are sufficient to meet the needs of the elected members of North Lanarkshire Council. At present there is one vacant post.		1-7
3.13	Implement improvements to the Council's headquarters.	Council	2001/2002	Necessary improvements to the Council's headquarters have been effected. Work on the foyer and reception area has been completed.	The refurbishment of the Council Chamber is planned for completion within the current calendar year.	1-7
3.14	Develop legal staff to be responsive to issues raised under the Human Rights Act.	Department	2001/2002	Combination of internal discussion groups and in-house seminars, self study and external training courses undertaken.	Training continuing on on-going basis as the law develops.	1-7

3.15	Participate in an audit of Council activities in the context of the Human Rights Act.	Government Initiative	2001/2002	All departmental audits have been completed and analysed.	Submission to Corporate Management Team.	3-5
3.16	Contribute to an inter-departmental review of the Council's corporate debt recovery function.	Council Initiative	2001/2003	The Director of Finance has reported to the Policy and Resources (Finance) Sub-Committee. Consequential issues for Administration to be assessed.		1-7
3.17	Supplement the resources available to contribute to issues arising from the Council's Anti-Social Behaviour Policy and to assist in the development of appropriate practices and procedures.	Council Initiative	2001/2002	Dedicated Anti-Social Behaviour Solicitor in post and practices and procedures in place.		1
3.18	Enhance enforcement arrangements of the licensing requirements of the Civic Government (Scotland) Act 1982 by the introduction of enforcement officers directly employed by the Council on a complete cost recovery basis by increasing fee income.	Department	2001/2002	Two Enforcement Officers now in post.		3-5
3.19	Undertake market research to assess the potential of there being unmet demand in the taxi trade.	Department	2001/2002	Market research completed and final report from the Consultants presented to the General Purposes Committee. No unmet demand established.		1

3.20	Conduct a costed evaluation to upgrade/relocate District Courts in Motherwell and Coatbridge.	Department	2001/2002	Evaluation completed. Upgrading works completed in Motherwell Court.	Works to Coatbridge Court now subject to a review of the whole building at 453 Main Street, Coatbridge by the Director of Housing and Property Services.	4
3.21	Determine performance measures for issuing decision letters, case load time intervals and monitoring of fine payment default within the District Court and develop reporting mechanisms.	Best Value Service Review	2001/2002	Performance measures have been established and monitoring and reporting arrangements are in place.		4
3.22	Monitor and review the achievement of capital receipts for the Housing and General Services Capital Programmes.	Performance Management	2001/2002	Arrangements for monitoring and review have been implemented.		1, 3, 7
3.23	Implement a corporate Training and Development Policy.	Department	2001/2002	Policy adopted by Council in June 2002.		1, 2, 7
3.24	Pilot Performance Review and Development Scheme with Chief Officers and evaluate process with a view, thereafter, to introducing the Performance Review and Development Scheme across the Council.	Department	2001/2002	The Performance Review and Development Scheme has been piloted with all Chief Officers. Evaluation of the process in practice underway, with the aim of applying the scheme across the Council.		1, 2, 7
3.25	Introduce a corporate framework for Training Needs Analysis.	Department	2001/2002	Template framework has been issued to departments recommending adoption.		1,2, 7

3.26	Review Skillseekers Programme.	Department	2001/2002	A revised Skillseekers Programme has been introduced.		1, 2, 5
3.27	Evaluate options to introduce a corporate management development programme.	Department	2001/2002	The Management Development Programme commenced in March 2002, and is ongoing.		1, 2, 7
3.28	Support improvements in the Council's health and safety performance, including monitoring and review processes, by the addition of two Health and Safety Officer posts.	Government Initiative	2001/2002	This key action was dependent upon additional resources being allocated as part of the budget process in relation to a growth bid. Unfortunately, it was not possible for the Council to allocate additional resources for this purpose. The Department has subsequently considered its overall staffing resources and the Council in June 2001, approved staffing adjustments which included the creation of one additional post of Health and Safety Officer.		1, 4, 6
3.29	Assist departmental managers to include fire risk assessments as part of the Council's risk assessment procedures.	Government Initiative	2001/2002	Pilot exercise completed.		1, 4, 6
3.30	Introduce a comprehensive health and safety manual to provide guidelines on the implementation of the Council's Health and Safety Policy.	Government Initiative	2001/2002	Manual issued to Departments in October 2001 and contents now available on the Intranet.		1, 4, 6

3.31	Include departmental health and safety performance analysis and safety plans in the Council's Annual Report and support departments to develop and implement health and safety plans.	Government Initiative	2001/2002	Council's Annual Report submitted to Committee in January 2002.		4, 6, 7
3.32	Reduce working days lost per 100,000 employees from health and safety failures by 10%, incidence rate of major injury accidents by 5% and incidence rate of cases of ill health by 10%.	Government Initiative	2001/2002	This action has been under consideration within departmental Health and Safety Forums and will also be impacted on by the corporate Best Value Review of Absence Management currently underway.		1, 4, 6, 7
3.33	Establish a corporate health and safety forum with a view to improving arrangements for the involvement and consultation of safety representatives.	Government Initiative	2001/2002	Forum established with first meeting on 31 October 2001.		1, 4, 6, 7
3.34	Tender the Occupational Health Service with a view to improvement in occupational health provision and rehabilitation of persons injured at work or suffering from a work related disease.	Government Initiative	2001/2002	Occupational Health provider appointed with effect from 1 October 2001.		1, 4, 6, 7
3.35	Formulate policies and guidance in relation to Hand Arm Vibration and Organisation of Events and review Asbestos Fire Policies.	Government Initiative	2001/2002	Asbestos Review Group partially completed asbestos policy, pending introduction of new legislation on asbestos. Policy on Organisation of Events in final draft stage. Fire Policy currently being reviewed.		1, 4, 6, 7

3.36	Continue to develop the corporate personnel information system to all departments of the Council including development of an effective analytical reporting tool.	Department	2001/2002	Employee and post data now live on system for 5 departments. Post data only on system for Social Work and Education, with Community Services in progress. Reporting tool now installed and in use.		1, 7
3.37	Strengthen the links and operational arrangements between central personnel services and departmental personnel practitioners.	Department	2001/2002	Personnel Practitioners Forum in full operation. Training and Development Forum established in September 2002. Employee Forums have been established for disability, black and ethnic minorities and Harassment Support Officers.		7
3.38	Continue implementation of the Single Status Agreement.	Consultation	2001/2002	Reduction to 37 hours achieved April 2002. Interim arrangements in place for Cleansing Group subject to TU Ballot. Corporate HR Working Group considering range of proposals for harmonisation of conditions of service.		1, 7
3.39	Review and develop Personnel Services existing databases to ensure effectiveness and accuracy of corporate data.	Department	2001/2002	Amendments have been made to recruitment database. A service database has been developed and tested. Cyborg corporate personnel system now in use for collation of equality data.		7
3.40	Upgrade the existing flexi-time system to reduce system administration and associated paperwork.	Department	2001/2002	Completed.		7

3.41	Progress implementation of Job Evaluation Scheme.	Consultation	2001/2002	Progress to date is in accordance with the agreed Project Plan.		7
3.42	Review corporate HR performance indicators, statutory and non-statutory.	Department	2001/2002	New HR Indicators have been introduced.		1, 7
3.43	Further develop the Double Tick Initiative in relation to employment opportunities for people with disabilities eg Disability Awareness Training and auditing processes.	Department	2001/2002	'Double Tick' Award has been retained by Council following audit by the Employment Service. New Recruitment Policy adopted by Council, and procedures introduced, to open up opportunities for people with disabilities and other socially excluded individuals.		5, 6, 7
3.44	Develop and support positive action initiatives in relation to the promotion of equality of opportunity in employment.	Department	2001/2002	In addition to above, Supported Employment Placement Scheme is being implemented. Department participates in Social Inclusion Working Group as well as facilitating Harassment Support Officer Support Group.		5, 6, 7
3.45	Review and update existing personnel policies to reflect best practice, corporate standards and the impact of legislation and develop new policies on eg Carers and Adoption Leave for Employees.	Department	2001/2002	Policies on Parental Leave; Special Leave; Adoption Leave; Training and Development and Use of Telecommunications have been adopted by the Council.		1, 5, 6, 7
3.46	Publication of Council Reports on Internet	Department	2002/2003	Current material published on the Intranet and Internet.		1-7

3.47	Publication of Council Agendas on Internet	Department	2002/2003	Current material published on the Intranet and Internet.		1-7
3.48	Publication of Council Minutes on Internet	Department	2002/2003	Current material published on the Intranet and Internet.		1-7
3.49	Make available to Elected Members Home based electronic access to Council facilities	Department	2002/2003	Following evaluation of the pilot project this service is now available to all Councillors and has been provided to all Councillors who have requested it.	Options for telecommunication links continue to be evaluated	1-7
3.50	Support and Resource the Council and the Chief Executive in evaluation of revised decision making process.	Corporate	May 2002	Evaluation has taken place of the decision making process which the Council has implemented.	A report will be submitted to the Policy and Resources Committee.	1-7
3.51	Implement the Council's decision with regard to the evolving relationships with the Council's twinning partners	Council decision	March 2002	The Council has longstanding twinning relations with six municipalities and has, this year, established a formal twinning link with one further community.	A programme of contacts with and visits from representatives of the Council's twin towns is being developed and implementation will continue throughout the coming year.	
3.52	Submit application for Investors in People accreditation.	Department	2001/June 2002	The Administration Department's Investors in People application has been submitted. The Department's hard evidence was submitted to the Assessor on 8 October. IIP Assessment interviews have been arranged for 28, 29 and 30 October 2002	The IIP Assessor will provide feedback on the submission on 1 November 2002. Thereafter the Department will continue to work to IIP Standards and the position will be reviewed in the light of feedback received.	7

3.53	Prepare and submit Charter Mark Application for Area/Registration Service	Government Initiative	2002/2003	Charter Mark status for 'Excellence in Customer Service' was achieved in December 2000. Reassessment period is 3 years. Best Value Review SMART Action Plan being progressed. Evidence for next application being prepared.	Notification has been received that the criteria for Charter Mark has been revised and that reassessments due in 2003 have been postponed until 2004. The Service will continue to work to Charter Mark Standards with a view to reassessment in 2004.	7
3.54	Continue to improve and develop the Programme of training and development for Elected Members.	Department	2001-2004	The Members Training for 2002/2003 has been developed, approved and is currently being delivered.	The programme for 2003/3004 will be developed.	1 - 7
3.55	Develop and Implement licensing system for Civil Marriage Venues.	New Legislation	2002/2004	Following the enactment of the Marriage (Scotland) Act 2002, the Council has approved a licensing system for civil marriage venues outside Registration Offices and has agreed to extend the service for provision of civil marriages in North Lanarkshire to include weekday evenings, Saturdays and Sundays.	The new arrangements will be monitored and a report prepared for the General Purposes Committee.	1
3.56	Enhance links with GRO for Scotland - explore improvement of genealogical research.	GRO	2002/2004	Confirmation has been provided to the Registrar General for Scotland of the Council's commitment to link with the FER (Forward Electronic Register) and DIGROS (Digital Imaging of the Genealogical Records of Scotland's People) Initiative.	Preparatory work will be undertaken in conjunction with IT Services and General Register Office for Scotland.	1

3.57	Investigate enhancement of Registration Services in light of Register General proposal for Registration in 21 Century.	GRO	2002/2004	Declaration of intent to participate intimated to Registrar General for Scotland.		1
3.58	Explore possibility of relocating Registration Office in Cumbernauld.	Department	2002/2004	It has been agreed to relocate the Cumbernauld Registration Office in suitable premises in Bron Way.	It is anticipated that the move will be effected in the current financial year.	4, 5
3.59	Explore possibility of relocating Coatbridge Registration Office.	Department	2002/2004	Work continues to identify options for the relocation of the Coatbridge Registration Office.		4, 5
3.60	Explore possibility of relocating Motherwell Registration Office.	Department	2002/2004	The possibility of relocating Motherwell Registration Office continues to be explored.		4, 5
3.61	Develop corporate plans for combined elections in May 2003.	Department	2002/2003	A timetable for action to deliver combined elections in May 2003 has now been completed.		4, 5
3.62	Contribute to the development of new policies and procedures in implementation of the Housing (Scotland) Act 2001	Government Initiative	2001/2004	Working Group and Sub-Groups established.		5
3.63	Assist in the provision of an advice service to all Departments in respect of possible development of Public/Private partnership activities.	Council Initiative	April 2001 - March 2004	Advice offered on a variety of partnership/commercial issues.	Increase expertise in commercial funding partnerships.	1

3.64	Implement an effective and efficient Freedom of Information regime within the Council which will allow provision of information to requesters within the timescale set out in the Freedom of Information Act. To develop within Council services an understanding of the principal requirements of the legislation and of the obligations incumbent upon the Council under the Act.	Government Initiative	2002/2004	Following consideration by the Corporate Management Team of a presentation on Freedom of Information, a working group, under the leadership of the Department of Administration will be established.	The Working Group will identify the implications of this legislation for the Council and action requiring to be taken.	2, 6, 7
3.65	Develop an effective and efficient system of compliance with the Regulation of Investigatory Powers Act 2000.	Government Initiative	2001/2004	Preparatory work commenced.	Complete compliance measures.	2, 6, 7
3.66	Enhance enforcement arrangements of the licensing requirements of the Civic Government (Scotland) Act 1982 by the further development of the role of the newly created enforcement officer posts.	Council Initiative	April 2001 - March 2004	Role further developed and implemented.		1, 5, 6
3.67	Participate in the review of the liquor licensing system in Scotland.	Government Initiative	April 2001 - March 2004	Response to consultation submitted. Evidence presented to Nicolson Committee by Licensing Board members and Clerk to Board.	Awaiting Nicolson Committee recommendations for further response to Scottish Executive.	4, 6

3.68	Develop systematic monitoring of Council's activities to ensure compliance with the Human Rights Act and other related legislation.	Government Initiative	April 2002 - March 2003	Systems audit completed.	Report to Corporate Management Team.	1-7
3.69	Contribute to the development of new policies and procedures in implementation of new legislation relating to Land Reform.	Government Initiative	2001/2004	Working Group established.	Working Group continuing preparations for implementation of new legislation.	5
3.70	Implement proposal for the refurbishment of Coatbridge District Court, including the provision of disabled access and relocation of the Fines Office from Kildonan Street.	Best Value Review	2002/2003	Layout agreed with Design Services.	Report on whole building at 453 Main Street Coatbridge by Director of Housing and Property Services.	6
3.71	Acquire and implement Braidhill District Court Administration System (DCAS) including link to the Integrated Scottish Criminal Justice Information System (ISCJIS).	Department	2001/2003	DCAS rolled out to all three Court locations.	Roll out of ISCJIS.	6
3.72	Implement new arrangements for recruitment procedures.	Best Value Review	2001 - April 2002	New recruitment policy has been adopted by the Council and its implementation has been accompanied by associated guidelines and more focussed training.		7
3.73	Introduce training and development software to facilitate collation of training needs.	Best Value Review	2001 - April 2002	Software being evaluated as part of an inter departmental ICT project.		7

3.74	Develop and introduce an Absence Management Strategy which will include an electronic reporting tool and departmental targets.	Department	April 2002/March 2003	Review of absence management arrangements will be the subject of consideration by the Corporate Best Value Review of Absence Management.		7
3.75	Develop a strategy for identifying and controlling work related stress or other mental health conditions	Government	April 2003/March 2004	A Strategy for health related conditions will be considered as part of review of absence management arrangements will be the subject of consideration by the Corporate Best Value Review of Absence Management.		
3.76	Review existing rehabilitation arrangements for all occupational health related illnesses and accidents, and consider the inclusion of rehabilitation within the Health and Safety Policy	Government	April 2003/March 2004			