

REPORT

To: GENERAL PURPOSES COMMITTEE POLICY AND RESOURCES (PERSONNEL) SUB-COMMITTEE		Subject: DEPARTMENT OF ADMINISTRATION PERFORMANCE MANAGEMENT REPORT	
From: DIRECTOR OF ADMINISTRATION			
Date: 29 April 2005	Ref: JAF/BN		

1. **Purpose of Report**

- 1.1 When the Service Improvement Plan for the Department of Administration for the period 2004-2005 was approved, it was noted that progress would be monitored and reported.
- 1.2 In line with the performance management framework the opportunity has also been taken to report on absence management statistics and statutory performance indicators.
- 1.3 The monitoring period for this report is 1 October 2004 to 31 March 2005.

2. **Performance Results**

- 2.1 Key actions identified in the Service Improvement Plan and progress between 1 October 2004 and 31 March 2005 are as detailed in the Appendix to this report.
- 2.2 Administration Department Absence Management 2004/05.

Division	2004			2005			April 2004-March 2005
	October	November	December	January	February	March	
Central Services	3.63	6.24	5.16	4.44	4.41	6.24	4.35
Legal Services	1.48	2.67	3.80	4.61	4.05	5.61	3.70
Personnel Services	4.52	4.89	5.37	2.49	3.72	2.12	4.09
Administration	3.04	4.68	4.72	4.11	4.15	5.22	4.06

2.3 **Statutory Performance Indicators 2004/05**

Absence Management – Council Wide		Q1	Q2	Q3	Q4	Year	Target
Chief Officers and Local Government Employees		6.9%	6.7%	6.7%	7.1%	6.9%	5.92%
Craft		5.5%	5.9%	6.9%	5.4%	5.9%	6.75%
Teachers		4.8%	3.8%	4.4%	5.5%	4.7%	4.48%
North Lanarkshire Council		6.4%	6.2%	6.2%	6.8%	6.4%	

Equal Opportunities

The number and percentage of the highest paid 2% and 5% of earners among council employees that are women.

2004/05	Number of women	% of posts
In top 2% of all employees	81	27.74
In top 5% of all employees	250	35.03

Council House Sales

PERFORMANCE INDICATOR	2004/05						
	F = Frequency: A = Annually: Q = Quarterly						
Council House Sales	F	Q1	Q2	Q3	Q4	Year	Target
Actual completion 20 weeks and under	Q	43%	41%	44%	7.1%	6.9%	50%
Actual completion 21 - 26 weeks	Q	47%	51%	42%	5.4%	5.9%	40%
Actual completion 27 - 32 weeks	Q	7%	6%	12%	5.5%	4.7%	5%
Actual completion 33 weeks and over	Q	4%	3%	4%	6.8%	6.4%	5%

3. Recommendation

- 3.1 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 Improvement Plan 2004/05.


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.

**APPENDIX 1
REVIEW OF KEY ACTIONS 2004/05**

Key action	Source	Target stop date	Achieved at 31/03/05	Corporate Priority	
3.1	Contribute to development and operation of Corporate Plan Working Groups	Corporate	2004/06	Administration Department representatives have continued to actively contribute to each Group.	1 - 7
3.2	Chair Best Value Working Group	Corporate	2004/06	Corporate working group operations reviewed and revived.	7
3.3	Oversee compliance with Best Value duties from The Local Government in Scotland Act	Corporate	2004/06	Toolkit for Best Value compliance extended.	7
3.4	Chair Human Resources Working Group	Corporate	2004/06	Concluded negotiations with joint trade union side; pending final pay modelling proposals from Job Evaluation.	7
3.5	Develop frequently asked questions (FAQ) site on Internet for Administration Department	Department	April 2004/ Dec 2004	Frequently asked questions published.	7
3.6	Maintain Investors in People Standards	Department	2004/05	Scheduled Investors in People Action plan items implemented: Employee survey undertaken Administration newsletter published Employees awareness of new IIP Standards raised IIP pre assessment undertaken.	7
3.7	To extend the range of material available on the Council's website to include all calling notices, agendas, reports and minutes of the Council, Committees and Sub-Committees since 1995	Department	2004/05	Material for year 1999 completed. All docketed reports completed. Work on year 1998 commenced.	7

Key action		Source	Target stop date	Achieved at 31/03/05	Corporate Priority
3.8	To increase the number of members who have home based facilities and evaluate the provision of laptop/handheld computers.	Department	2004/05	Installation of broadband for 5 elected members. Approval given for the provision of laptop computers subject to the conditions specified in the report. Phased roll out programme to convert 12 members ISDN lines to broadband prepared.	7
3.9	To continue to advise on and resource the operation of the Council's decision making process, support and resource the Council and the Chief Executive in the further evaluation of that process and implement such structures and procedures as may be agreed	Department	2004/06	Continued support to the Member/Officer Group on Local Governance with particular regard to the Council's decision making process.	7
3.10	To continue to implement the approved programme of members training and development to meet the evolving needs of members of the Council	Department	2004/06	Delivery of the 2004/2005 Members Training and Development Programme. Sessions delivered: Public Speaking Dealing with the Media Community Planning Single Transferrable Vote Civic Government - Current Issues/Future Solutions Freedom of Information	7
3.11	To continue to develop reception and telephone services operated by the department taking account of the work done to develop and resource the Council's network of First Stop Shops and Contact Centre	Corporate	2004/06	Use of E-Enquiry system at Civic Centre Reception.	7

Key action	Source	Target stop date	Achieved at 31/03/05	Corporate Priority	
3.12	To continue to secure, within the resources available, adaptation, refurbishment and maintenance of the Council's headquarters to meet the Council's needs	Corporate	2004/06	Commencement of work on the Civic Square.	7
3.13	Develop appropriate implementation mechanisms, structures and operational practices to conform with the duty to secure Best Value in Service provision	Corporate	2004/06	Toolkit for Best Value compliance extended. Operation of Best Value Working Group reviewed.	7
3.14	Prepare Charter Mark submission	Government	June 2004	Area/Registration Service retained Charter Mark following re-assessment in December 2004.	7
3.15	To extend the services provided by the Registration Service to comply with all statutory requirements and provide a range of services within North Lanarkshire relating to other life events	GRO Department	2004/06	Consideration of legislative requirements regarding Civic Partnership Registration. 10 Citizenship Ceremonies conducted - 47 new citizens. Preparatory work for introduction of Naming Ceremonies undertaken.	7
3.16	To utilise FER & DIGROS to enhance links between North Lanarkshire Registration Service and the General Register Office for Scotland and to explore the potential to enhance Genealogical Search facilities available in North Lanarkshire through the development of one or more Family Research Centres	Department	2004/06	Following satisfactory load testing by General Register Office for Scotland, Births and Deaths modules of FER were implemented in December 2004. Employees have access to and been trained on DIGROS and DIGROS.	7

Key action	Source	Target stop date	Achieved at 31/03/05	Corporate Priority
3.17 To liaise with other Council Departments in the redevelopment of the Baths Site to achieve the relocation of the Coatbridge Registration Office and, in the interim to comply with the Disability Discrimination Act in regard to the Registration Service in Coatbridge	Department Disability Discrimination Act	2004/06	Further liaison with other Council Departments with regard to the redevelopment of the Baths Site. Interim arrangements for Coatbridge Office planned.	7
3.18 Development of comprehensive plans, which take account of all changes in electoral law, procedures or arrangements for the European Parliamentary Elections in June 2004 and for all other possible elections or referenda	European Parliament	2004/05	Preparation for future elections undertaken including the UK Parliament Election on 5 May 2005	7
3.19 To establish a dedicated facility for the storage of election equipment	Department	2004/06	Continued maintenance of interim storage facility for election equipment.	7
3.20 To achieve publication of North Lanarkshire Council Publication Scheme	Government	2004/05	Complete.	7
3.21 To submit for consideration detailed proposals whereby the Council will fully discharge its responsibilities under the Freedom of Information (Scotland) Act 2002	Government	2004/05	Structures and procedures as approved by the Council implemented.	7
3.22 To put in place arrangements for Community Council elections in the year 2004 compliant with Human Rights Act	Corporate Human Rights Act	2004	Complete.	7

Key action	Source	Target stop date	Achieved at 31/03/05	Corporate Priority	
3.23	Continue to contribute to the development of Education 2010, Lanarkshire Waste Management Partnership and other partnership arrangements considered and/or entered into by the Council	Corporate	2004/06	Compulsory Purchase Order Resolution made. Council approval obtained and two Court of Session petitions drafted to release Houldsworth Park, Wishaw and part of Dunbeth Park, Coatbridge	7
3.24	Develop policies and procedures for implementation at the Licensing Board	Government	2004/06	Licensing (Scotland) Bill published.	4, 5, 6
3.25	Continue to participate on the Working Group set up to consider the legislation changes and with colleagues across the Council to play a key role in identification, adoption and implementation of appropriate actions and systems to support the Council to address changes in land legislation in Scotland	Government	2004/06	Have put in place new procedures and new standard legal styles for land transactions.	5, 6
3.26	To continue to provide legal resources to the Anti Social Task Force and to address the immediate need for additional legal resources	Corporate	2004/05	Job Description and Person Specification prepared. Recruitment of para legal to further enhance legal resource to Anti Social Task Force planned for May 2005	5, 6
3.27	To continue to resource the Council with regard to the redevelopment of the Ravenscraig site	Corporate	2004/06	Assessed outcome of court of session appeal on alteration to Structure Plan and advising on implications for planning permission.	1 - 6

Key action		Source	Target stop date	Achieved at 31/03/05	Corporate Priority
3.28	Ensure that the Council as Social Work authority are prepared to discharge their duties under the powers of the Mental Health (Care and Treatment) (Scotland) Act 2003	Government	2004/05	Continued legal support re development. Representational work at tribunals.	4
3.29	Review of Civic Government Licensing in Scotland	Government	2004/06	Formal legislative proposals awaited	5, 6
3.30	Develop response to Review of Summary Justice in Scotland	Government	2004/06	Formal legislative proposals awaited.	6
3.31	Finalise and implement harmonised conditions of service for Single Status.	Department	2004/2004	Concluded negotiations with joint trade union side; pending final pay modelling proposals from Job Evaluation.	7
3.32	Continue implementation of Corporate Personnel Information System.	Department	2004/2005	Fully implemented within Administration, Chief Executive's Office, Finance, Housing and Property Services and Planning and Environment. Steady progress is being made within Community Services, with implementation completed within Parks, Libraries, Creative Services, Transport and Headquarters. Integration is complete within Education HQ (covering all categories of employees) and Integration is completed within Social Work HQ and a number of the Area Teams.	7
3.33	Implementation of Absence Management module within Cyborg.	Department	In progress to June 2005	Fully implemented within Administration, Chief Executive's Office, Finance, Housing and Property Services and Planning and Environment. Steady progress is being made within Community Services, with implementation completed within Parks, Libraries, Creative Services, Transport and Headquarters. Integration is complete within Education HQ (covering all categories of employees) and Integration is completed within Social Work HQ and a number of the Area Teams.	7

Key action		Source	Target stop date	Achieved at 31/03/05	Corporate Priority
3.34	Finalise Job Evaluation Scheme and implement appeals procedure.	Department	2004/2005	Finalised outstanding job overviews; Completed consistency checking process; Determined pay model options for presentation to Corporate Management Team.	7
3.35	Evaluate Recruitment Administration Module within Cyborg System.	Department	2004/2005	Departmental Working Group evaluating and developing a Corporate Recruitment Database system. Working Group determining an appropriate specification for a system that will retain the current functionality available in each of the existing disparate systems.	7
3.36	Continue to develop on-line vacancy system.	Department	2004/2005	Current system is operating at an acceptable level. Further upgrades being submitted	7
3.37	Develop and introduce HR e-processes	Department	2004/2005	Development of an Employment Contract Monitoring database which allows the monitoring of production times and control of throughput and an assessment of areas for future training and development. Commencement of use of e-processes in relation to requests for maternity information.	7
3.38	Develop a clear HR strategy in partnership with client departments.	Department	2004/2005	Consultation with client departments ongoing through HR Working Group.	7
3.39	Review of Health and Safety Policies/Guidelines:-	Department	Ongoing/ September 2005		4, 7

Key action		Source	Target stop date	Achieved at 31/03/05	Corporate Priority
	Smoking in Council premises Stress			<p>Considered implications of outcomes from Scottish Executive's Consultation on Smoking in Public Places.</p> <p>Completed audit of Smoking in Council Premises policy and submitted results to Corporate Management Team.</p> <p>Commenced pilot on Stress Risk assessments within department of Housing and Property Services in accordance with HSE guidance.</p>	
	Asbestos Robust Monitoring Procedures Lone working Work Equipment Electricity in the Workplace			<p>Introduced revised guidelines.</p> <p>Completed a two phase pilot of Robust Monitoring Scheme.</p> <p>Extended adjusted pilot scheme within Social Work and Housing and Property Services.</p> <p>Completed and introduced guidelines.</p> <p>Completed and introduced guidelines.</p>	
3.40	Reduce working days lost per 100,000 employees from Health and Safety failures by 10% and incidence rate of cases of ill health by 10%	Department	Ongoing March 2005	IT infrastructure being phased into all departments of Council which will capture information capable of demonstrating progress in this area.	4, 7
3.41	Shaw Award Scheme	Department	March 2005	Bronze Award achieved for Council.	4, 7
3.42	Development of Property Based System for Health and Safety Data	Department	May 2005	Completion of bespoke work and commencement of implementation of system.	4,7

Key action		Source	Target stop date	Achieved at 31/03/05	Corporate Priority
3.43	Implementation of Best Value Review of Absence Management	Department	September 2005	Draft of revised Absence Management Policy issued to Trade Unions for comment.	4, 7
3.44	Policy Development and Review and implementation:- Secondment Redeployment Carers Policy Homeworking Disability Discrimination Harassment	Department	2004/2005	Revised Policy drafted following consultation with departments. Revised Policy and Guidance drafted following consultation with departments. Special Leave Policy to be amended to extend leave for carers. Working group ongoing. Six months pilot scheme commenced in department of Planning and Environment in February 2005 with eleven volunteers. Issued September 2004. Policy and Guidance drafted following consultation with departments.	2,7
3.45	Implementation of guidance on Employment Records compliance with Data Protection Act	Department	In progress to June 2005	Final draft guidance being prepared	7

Key action		Source	Target stop date	Achieved at 31/03/05	Corporate Priority
3.46	Re-tender for Occupational Health Service to Council	Department	In progress Sept 2004	Completed. Six monthly update reports submitted to P&R (Personnel) Sub-Committee.	4, 7
3.47	Continue to support and develop Supported Employment and New Deal framework	Department	2004/2005	Continued to support New Deal and supported employment placements through recruitment training. Agreed new procedure for SCVO to improve mechanism in place for arranging and supporting placements. 30% success rate for placing New Deal 25+ in Council departments.	2, 7
3.48	Expand and re-launch Learning Resource Centre	Department	2004/2005	Additional learning resources sourced and purchased to support personal and supervisory/management development. Learning Resource Centre relocated in designated accommodation to provide a more conducive learning environment. Resource lists compiled for inclusion in all course delegate packs to support marketing of the facility and encourage resource utilisation. Facility re-branded as a learning access centre.	3, 7
3.49	Develop and implement a mentoring framework	Department	2004/2005	Scheme framework developed and agreed through the Corporate Training & Development Forum. CMT report giving an overview of the scheme currently in draft format. Scheme being introduced to support delegates participating in the ILM programme. Training programme developed for mentors.	3, 7

Key action		Source	Target stop date	Achieved at 31/03/05	Corporate Priority
3.50	Continue to review and expand Skillseekers Programme	Department	Ongoing/ March 2005	CRF funding secured to increase Level 2 placements to 50, to introduce a broader range of VQs, and to recruit a VQ/MA Development Co-ordinator. Additional temporary funding, of £122,504 per annum, secured for 3 years. Expanded Skillseekers programme introduced (targeting the NEAT group) and VQs in Sport and Recreation, Museum and Heritage Care, Vehicle Maintenance and Repair, Library and Information Services, Food Preparation and Cooking, and Waste Management being added to the Skillseekers licence. Twenty trainees recruited to programme to-date. VQ/MA in Early Years Care and Education (12 places) and Community Warden VQ programme (6 places) introduced. Additional programmes in Building Architecture Studies and Quantity Surveying, Graphic Design, and Electrical Engineering currently being considered.	7
3.51	Implementation of corporate Learning Management System	Department	2004/2005	System administrator training delivered to departmental administrators in Chief Executives, Finance, Community Services Training Section and Housing & Property Services. Database transfers for Chief Executives, Housing and Property Services also completed. Course descriptors for Corporate Training courses input on system. CYBORG/ OnCore weekly data feeder process established. Report functions set up within the system and currently being finalised.	3,7

Key action		Source	Target stop date	Achieved at 31/03/05	Corporate Priority
3.52	Introduce training programmes to support Diversity and Equality of Opportunity	Department	April 2004/ Sept 2004	<p>Achieved on- line diversity module as pre-course work for delegates on Recruitment and Selection courses. Guidelines on legislative requirements relating to diversity produced and published on the council's intranet.</p> <p>Diversity in action workshops for managers at 4th tier level and above piloted and 10 workshops delivered between November and March 2004/05 with 112 delegates in total attending.</p> <p>Certificate in Equality and Diversity being piloted with 12 participants from a range of departments, commencing April 2005.</p> <p>Diversity open learning workbook produced to enable access to training and information for employees who do not have access to the online programme.</p> <p>Disability Awareness Training workshops delivered for managers and front line staff. Workshops continuing to be delivered across council departments.</p>	2, 7
3.53	Develop options for Workforce Planning	Department	April 2004/ December 2004	Final report with recommendations drafted for approval.	7
3.54	Feasibility study to introduce competencies in HR processes e.g. selection	Department	Dec 2004/ March 2005	Competencies identified as part of Management Development programme	7