

CENTRAL SERVICES

IMPROVEMENT PLAN

2008 - 2009



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1. INTRODUCTION TO THE SERVICES

Central Services have a very wide remit and comprise of four main areas.

- **Committee** Services convene all official meetings of the Council, prepare and despatch all agendas and Committee papers and carry out other administrative tasks, oversee the Registrars function; and provide organisational and administrative support to the Returning Officer at all General, Parliamentary, European, Local Government and Community Council Elections.
- **Estates** Services manage the Council's leased properties (excluding council housing) and the industrial land and property interests.
- **Legal** Services through Commercial & Conveyancing and Litigation & Licensing Sections are responsible for ensuring that all Council Departments comply with relevant legislation that govern the provision of their particular service and that all of the actions of departments in the name of the Council are lawful and proper.
- **Personnel** Services support Departments in managing Recruitment and Selection; Employee Relations; Personnel Administration; Employee Development; Health and Safety and Training.

R D Burns
Chief Legal Officer
June 2008

2. ACHIEVEMENTS AND REVIEW OF PREVIOUS PLAN

The full Central Services SIP Quarter 4/ end of year report was presented to Policy Committee on the 30 April but to summarise: -

Central Services Service Improvement Plan 2007/08 contained 19 priorities, which had 60 associated actions.

Forty-nine actions have been completed, 10 actions are part completed and are being carried forward and included in the 2008/09 Service Improvement Plan, with the remaining 1 action given a revised date.

3.1 SERVICE OBJECTIVES, AIMS AND MISSION STATEMENT

Vision To provide cost effective services to assist the Council to improve the quality of life for all people in the area.

Our aims are to: -

- Strive to ensure that the Councils' affairs are managed and administered in accordance with the law, propriety and proper standards.
- Offer a key support service to all Departments by providing professional advice, assistance and guidance in terms of Committee, Estates, Legal and Personnel operations.
- Support services to deliver efficient, value for money services, which respond to and anticipate the needs and priorities of client departments/services and stakeholders.

Strategy: -

We will support political governance by ensuring that the Council has structures and processes for decision making which are informed, transparent and subject to effective scrutiny.

We will strive to ensure the Council complies with all legal requirements, including the role of the Monitoring Officer and that new requirements are disseminated and understood.

We will promote standards of conduct of Elected Members and Officers and lead the induction, training, and development of Elected Members and Council staff.

We will address the need for efficient government and the efficient use of resources through: -

- Workforce planning, covering issues such as the impact of demographic changes and the skills required to meet future service needs.
- Co-ordinating energy management.
- Assisting in the development of asset management.
- Corporate working, leading where appropriate and supporting Council priorities, multi-service initiatives and projects.

3.2 ISSUES AFFECTING THE SERVICES

Community Planning in terms of decision-making and governance (e.g. scrutiny, political relations, community engagement)

Best Value in terms of equalities, performance assessment and procurement.

National Priorities in the New Single Outcome Agreement and Local Priorities

- Use of resources in terms of asset management (land and buildings), energy management, and people management.
- Schools PPP.
- Corporate Priorities such as affordable housing; anti-social behaviour; child protection; local transport strategy; waste management; Moray Development Plan and the Moray 2020 Strategy.
- **Easy Access:** the Chief Legal Officer Chairs the Project Board.
- **ICT:** the services through the Council's ICT Action Plan continue to consider and implement systems and software to make certain that the services they provide make best use of the technology available.
- **Risk Management**
- **Efficient Government Working Group** – the Head of Personnel Services is a member.
- **Asset Management** – being assisted by the Head of Estates Services.
- **Corporate Governance / Priorities and Risks Framework** – the development and promotion of a culture of propriety and legality to ensure the Council's affairs are managed in accordance with proper standards of conduct, integrity and openness and the compliance with the law in terms of Code of Corporate Governance and Code of Conduct for Councils and employees.

Legislation and Government Initiatives

Introduction of legislation and Government initiatives such as the Licensing (Scotland) Act 2005, the Gambling Act 2005 and the Planning (Scotland) Act 2006.

3.3 EQUAL OPPORTUNITIES

Access to Committee, Legal, Estates and Personnel services can be made either directly at the council offices, by telephone or e-mail or via the council's website. The services we provide to our clients are delivered regardless of age; sex, disability, race, sexual orientation, religion or beliefs and a number of policies are in place to support this.

Like all other departments, Central Services has access to Language Line for use in all its services. Legal Services has arrangements in place to provide and fund translators in relation to District Court activities.

Personnel ensure that the appropriate data is collected and analysed to produce relevant indicators that there is full compliance with equal opportunities legislation and that employment policies are reviewed in terms of compliance with legislation.

The Council recognises its obligations to the community to ensure that people with disabilities are afforded equal opportunities and that there is compliance with the requirements of the Disability Discrimination Act 1995.

Estates continue to play a crucial role in auditing all Council properties and producing a programme of adaptations to ensure that services provided from key properties are accessible to the disabled.

A number of equality impact assessments will be undertaken during the period of this Plan.

3.4 SUSTAINABLE DEVELOPMENT

Committee Services continues to support sustainable development in terms of reducing the use of paper etc when issuing Agendas and associated reports, which are available via the Council's intranet and Internet site.

The Estates service continues to assist in identifying future housing, industrial, leisure and commercial land requirements. This ensures that the current service and future service delivery is sustainable. Through measuring and monitoring energy and water consumption, a system of targeting energy saving measures coupled with the promotion of energy efficiency, the Estates service manages the Council's aim to make the best use of scarce energy resources, reduce water consumption and reduce emissions of greenhouse gases.

Personnel remain actively involved in advising and supporting departments through organisational change. Training initiatives consider what resources are already in place or available elsewhere within the Council, before embarking on further acquisitions. Health and Safety exists to stop or minimise incidents, which damage people or things and an essential part of the strategy to protect the environment and secure a better life for people.

3.5 HOW WILL THE PRIORITIES BE MONITORED AND EVALUATED?

Quarterly by Section Managers and the Chief Legal Officer on production of Service Improvement Plan progress documentation

Quarterly by reporting to the Policy and Resource Committee

Quarterly by exception reporting to the Corporate Management Team

3.6 STAKEHOLDERS

We have identified and listed our stakeholders. We have identified a range of stakeholders from within the Council from partner and other public sector organisations from business and commerce, from the professions and from the voluntary sector. Across the Service there are a number of clients and links to several stakeholder groups affecting the service priorities identified.

3.7 PRIORITY AREAS FOR THIS PLAN

The following priorities have been identified for implementation over the next financial year.

Each priority has been given a service identifier, which contains clear deliverables with associated timescales for delivery unless otherwise shown.

The Lead Officer(s) are also shown.

Progress monitoring will take place against information provided on the templates.

These priorities are the main priorities for the coming period but are not the only improvements receiving attention.

The resource is to deliver the improvements identified for each priority.

PRIORITY 1.1

CENTRAL SERVICES / COMMITTEE SERVICES

Supporting Corporate Government by ensuring decisions are consistent, transparent and evidenced with a record of the criteria, rationale and consideration on which they are based and supporting by a Scheme of Delegation monitored and regularly updated

What will we do to address this priority

Links to other Plans

- Maintain good levels of customer satisfaction
- Ensure that decisions are transparent and evidenced through appropriate trace ability
- Ensure that decisions have a full record tracing the criteria, rationale and consideration on which they are based
- Regularly reviewed and modernised working practices
- Review the scheme of delegation/scheme of administration

Expected Outcomes/Success Criteria

Timescale

- | | |
|---|---|
| ➤ Customer survey to ascertain customer satisfaction | March 2009 |
| ➤ Issue all meeting agendas on time or early | On going meeting and exceeding of targets |
| ➤ Issue meeting Action sheets on time or early | |
| ➤ Issue meeting Draft minutes on time or early | March 2009 |
| ➤ Continue to monitor volume of paper used for Service Committees - in the issuing of paper agendas | |
| ➤ Review issue of paper agendas for sub-committees, Working Parties, Theme Groups etc. with a view to extending use of electronic delivery. | September 2008 |

Resources

Elected Members Development Programme to be resourced from Members Support budget. Management Development Programme to be recharged to Departments. Delegation scheme of administration to be will be resourced from Committee Services budget

Staff Implications

The introduction of Area Committees will require 2 additional Committee Officers and associated administrative support.

Lead Officer

Roddy Burns, Chief Legal Officer

Moira Patrick, Principal Committee Services Officer

PRIORITY 1.2

CENTRAL SERVICES / COMMITTEE SERVICES

Supporting Corporate Government in continuous improvement by review within the registration service

What will we do to address this priority

Links to other Plans

- Lead the modernisation of the registrars

Expected Outcomes/Success Criteria

Timescale

- Amendments to the review of the registrars completed and the final review reported to committee
- Dependant on outcome – more actions will be required to be taken and reported back to committee

August 2008

To be confirmed

Resources

This will be resourced from Registration Services budget

Staff Implications

Dependant upon Committee decision and the option agreed

Lead Officer

Moira Patrick, Principal Committee Services Officer
Heather Greig, Senior Registrar

PRIORITY 2.1

CENTRAL SERVICES / ESTATES SERVICES

Co-ordinating Energy Management by Reducing the Council's energy and water consumption and increasing energy efficiency awareness

What will we do to address this priority	Links to other Plans
<ul style="list-style-type: none">➤ Monitor energy consumption and identify areas of wastage➤ Implement energy saving measures➤ Raise awareness throughout The Moray Council through expansion of the training courses and newsletter and monitor any change of culture➤ Support the production of the Council's Carbon Management Programme➤ Provide advice to Committee on Council's duty in the production of Energy Performance Certificates for Council builds	<p>Energy Action Plan</p> <p>Energy Action Plan Energy Action Plan</p> <p>Energy Action Plan</p>

Expected Outcomes/Success Criteria	Timescale
<ul style="list-style-type: none">➤ Produce analysis of energy consumption in selected categories of property, identifying buildings where efficiencies may be made and report to Audit & Performance Review Committee	August 2008
<ul style="list-style-type: none">➤ To present to Committee a rolling programme of energy saving measures	December 2008
<ul style="list-style-type: none">➤ Report to CMT with assessment of current arrangements for raising awareness of Energy Issues.	March 2009 (Draft Dec 2008)
<ul style="list-style-type: none">➤ Support the production of the Council's Carbon Management Programme by leading on the energy/water aspects.	March 2009 (Production of programme)
<ul style="list-style-type: none">➤ Report on Council's duty to produce Energy Performance Certificates for Council builds	September 2008

Resources

Energy Saving Measures will be resourced from the 'Spend to Save' budget and the Central Energy Efficiency Fund (CEEF)

Additional budget will be required to fund staffing support to Energy Officer
Additional resources will also required from the training budget for raising energy awareness in the Council.

Staff Implications

One Technical and one Admin Assistant are to be appointed to enable delivery of these priorities.

Lead Officer

Bill Anderson, Energy Officer

PRIORITY 2.2

CENTRAL SERVICES / ESTATES SERVICES

Assist Asset Management by Representing The Moray Council at the Grampian Public sector Property Group

What will we do to address this priority

Links to other Plans

- Represent The Moray Council at the Grampian Public Sector Property Group (GPSPG) and manage actions arising
- Negotiate terms for occupation of accommodation in Lossiemouth, New Elgin and Forres Health Centres by Community Care staff
- Produce integrated Property Strategy for Public Sector assets in the North East Scotland

Expected Outcomes/Success Criteria

Timescale

- Actively represent The Moray Council at the Grampian Public sector Property Group
 - Report to Committee with proposed arrangements for Community Care staff to share accommodation at proposed Health Centres in
 - Lossiemouth
 - New Elgin
 - Forres
 - Report Property Strategy to North East Scotland Joint Public Sector Group for consideration and thereafter to the Council's Asset Management Working Group.
- Quarterly (6 per year) & March 2009
Update report by December 2008
August 2008

Resources

This will be resourced from the Estates Services budget

Staff Implications

None

Lead Officer

John Black, Head of Estates

PRIORITY 2.3

CENTRAL SERVICES / ESTATES SERVICES

Assist Asset Management in continued improvements by Asset Management Planning

What will we do to address this priority

- Investigate options for Corporate office accommodation
- Review proposal for Phase 2 of HQ Heating and Ventilation Project
- Complete the present programme of DDA (Disability Discrimination Act) adaptations of Councils schools
- Review Council property holdings in Cullen
- Review non-operational property

Links to other Plans

(Possible link to Property)
(Possible link to Property sent email to Ron Phillips)

Expected Outcomes/Success Criteria

- Present a status report to Committee on the main options under consideration
- Present proposals for Phase 2 of HQ Heating and Ventilation Project to committee
- Report status of DDA projects to Committee
- Complete review of Council Property holdings in Cullen and report to the Asset Management Working Group
- Present a review of non-operational property to Asset Management Working Group

Timescale

October 2008
December 2008
September 2008
December 2008
March 2009

Resources

This is currently resourced from the Estates Services budget

Staff Implications

Future Asset Management Planning needs additional support to progress satisfactorily.

Lead Officer

John Black, Head of Estates

PRIORITY 2.4

CENTRAL SERVICES / ESTATES SERVICES

Assist Asset Management in continued improvement by reporting performance of the Industrial Estates Portfolio

What will we do to address this priority

- Report industrial estates performance to Committee and implement actions arising.
- Create a programme of works for investment in the industrial portfolio over 2008-2013
- Develop a programme of refurbishment projects for 2008-2013

Links to other Plans

Capital Plan
Outcome Agreement
Development Plan

Expected Outcomes/Success Criteria

- Performance of industrial estates reported to Committee in public session.
- Capital programme of works for investment in the industrial portfolios over 2008-2013 produced and reported to Committee
- Produce a development programme of refurbishment projects for the Industrial Estate for 2008-2013

Timescale

December 2008
December 2008
December 2008

Resources

This will be resourced from the allocation for Industrial Estates in the Capital Plan 2008-2013

Staff Implications

None

Lead Officer

John Black, Head of Estates

PRIORITY 2.5

CENTRAL SERVICES / ESTATES SERVICES

Assist Corporate working by providing professional and valuation advice for Flood Alleviation schemes

What will we do to address this priority

Links to other Plans

- Report to Committee with recommendation for measures to mitigate the impact of the Elgin Scheme proposal on local businesses
- Processing of compensation claims from property owners for issues arising from Flood Scheme construction and operation
- Provision of valuation and Estates advice to the Moray Flood Alleviation Team

Expected Outcomes/Success Criteria

Timescale

- To have reported recommendations for measures to mitigate the impact of the Elgin Scheme proposal on local businesses to Committee
- To report proposed terms for settlement of compensation claims to Committee

December 2008

On-going

Resources

This will be resourced from the Estates Services budget & the District Valuer's Services will be resourced from the Flood Scheme Budget

Staff Implications

The workload is to be accommodated through existing resources and the services of the District Valuer have been engaged to support the section.

Lead Officer

John Black, Head of Estates

PRIORITY 3.1

CENTRAL SERVICES / LEGAL SERVICES

Ensuring that the council complies with all the legal requirements including the role of the Monitoring Officer (see priority 3.2) and arranging to ensure that new requirements are disseminated and understood

What will we do to address this priority

Links to other Plans

- Continue to guide other Services on the legal requirements and Management implications of the: -
 - Adults with Incapacity (Scotland) Act 2000
 - Ethical Standards in Public Life etc. (Scotland) Act 2000
 - Regulation of Care (Scotland) Act 2001
 - Community Care and Health (Scotland) Act 2002
 - Protection of Children (Scotland) Act 2003
 - Mental Health (Care & Treatment) (Scotland) Act 2003
 - Additional Support for Learning (Scotland) Act 2003
 - Local Governance (Scotland) Act 2004
 - Reuse of Public Sector Information Regulations 2005
 - Flood prevention (Scotland) Act 1961
 - Environmental Protection Act 1990

- Implementation of new legislation and new developments in the law: -
 - Adoption and Children (Scotland) Act 2007
 - Adult Support and Protection (Scotland) Act 2007
 - Criminal Proceedings etc (Reform) (Scotland) Act 2007
 - The Supervised Attendance Order (Prescribed Courts) (Scotland) Order 2007
 - Local Electoral Administration and Registration Services (Scotland) Act 2006
 - Planning etc. (Scotland) Act 2006
 - Police, Public Order and Criminal Justice (Scotland) Act 2006
 - Public Contracts (Scotland) Regulations 2006
 - Scottish Commission for Human Rights Act 2006
 - Scottish Schools (Parental Involvement) Act 2006
 - Companies Act 2006
 - Licensing (Scotland) Act 2005
 - Gambling Act 2005
 - Transport (Scotland) Act 2005
 - Water Environment (Controlled Activities) Regulations 2005

- Environmental Information Regulations 2003
- Corporate Manslaughter and Homicide Act 2007

Expected Outcomes/Success Criteria**Timescale**

- New legislation and new developments in the law are successfully implemented by ensuring service departments understand the implications and amend their policies and procedures accordingly.

March 2009

Resources

This will be resourced from the Legal Services budget

Staff Implications

None

Lead Officer

Aileen Scott, Principal Solicitor (Commercial & Conveyancing)
Alasdair McEachan, Principal Solicitor (Commercial & Conveyancing)
Karen Wiles, Principal Solicitor (Litigation & Licensing)

PRIORITY 3.2

CENTRAL SERVICES / LEGAL SERVICES

Ensuring that the council complies with all the legal requirements involving the role of the Monitoring Officer

What will we do to address this priority

Links to other Plans

- Continue 18 month training programme for Members
- Publish an annual Monitoring Officers Report
- Issue 6 monthly reminders re registrations of interest
- Issue Annual Budget Letter
- Attend Quarterly Meetings and Annual Conference of Monitoring Officers promoted by the Standards Commission
- Undertake refresher training of all departmental management teams on Codes of Conduct

Expected Outcomes/Success Criteria

Timescale

- | | |
|--|-----------------|
| ➤ Completed 18 month training programme for Members | Oct '08 |
| ➤ To have published an annual Monitoring Officer's Report (to AP&R) | Jun '08 |
| ➤ To have issued 6 monthly reminders re registrations of interest. | Jul '08/Jan '09 |
| ➤ To have issued the Annual Budget Letter | Dec '08 |
| ➤ Attended Quarterly Meetings and Annual Conference of Monitoring Officers | Mar '09 |
| ➤ To have undertaken refresher training of all departmental management teams on Codes of Conduct | Jun '08 |

Resources

This will be resourced from the Legal Services budget.
Elected Members Development Programme to be resourced from Members Support budget.

Staff Implications

None

Lead Officer

Roddy Burns, Chief Legal Officer

PRIORITY 4.1

CENTRAL SERVICES / PERSONNEL SERVICES

**Contributing to efficient government through Absence Management -
Improve absence monitoring and management to meet targets and
reduce costs**

What will we do to address this priority

Links to other Plans

- Management Training
- Development of ICT system for absence
- Review of Occupational Health Provision – including consideration of a shared service
- Continue to implement activities involved in 'Healthy Working Lives'
- Activities to support health - based on reasons for absence target

Expected Outcomes/Success Criteria

Timescale

- | | |
|--|--------------------|
| ➤ Sustain and/or reduce absences rates | April '09 |
| ➤ An Occupational Health Service improved in quality and cost. | November '08 (SPA) |
| ➤ Continue to implement activities involved in 'Healthy Working Lives' | |
| ➤ Revise action plan based on survey results | May '08 |
| ➤ Request Silver & Bronze assessment | June '08 |
| ➤ Achieve Silver HWL Award | July '08 |
| ➤ Mental Health Activity & Promotion | Sept '08 |
| ➤ Organise 2009 Health Fair / event | Nov '08 |
| ➤ 2009 Health Fair / event | Feb '09 |
| ➤ 2009 Health Event on tour | Mar/Apr '09 |

Resources

This will be resourced from the Personnel Services budget and the Healthier Working Lives budget.

Staff Implications

None beyond existing budget allocation

Lead Officer

Denise Whitworth, Head of Personnel Services (Healthier Working Lives)
Vacancy, Senior Personnel Adviser (Absence and Occupational Health)

PRIORITY 4.2

CENTRAL SERVICES / PERSONNEL SERVICES

Assisting in sound government and efficient use of resources by ensuring the availability of Induction and further development programmes for Elected Members ensuring training needs are identified and individual development plans are implemented for all employees

What will we do to address this priority

Links to other Plans

- Continue the development of Elected Members through the rolling programme and through a process of interviews and Personal Development Plans

Expected Outcomes/Success Criteria

Timescale

- To have completed 1st Interviews for Personal Development Plans and to have a structured delivery plan
- To have completed the 18 month rolling program of training for Members

October 2008

March 2009

Resources

This will be resourced from the existing budget held by the Chief Exec for member development

Staff Implications

None beyond existing budget allocation

Lead Officer

Carol Sheridan, Senior Employee Development Adviser

PRIORITY 4.3

CENTRAL SERVICES / PERSONNEL SERVICES

Leading legality and good practice by ensuring that employment and recruitment policies are fully in line with the Council's commitment and legislative requirements are applied in a consistent manner across the Council.

What will we do to address this priority

Links to other Plans

- Develop employment policies specifically
 - Equal Opportunities
 - Alcohol and Substance Misuse
 - Governance – Code of conduct for Employees
 - Governance – Whistle blowing
 - Flexible retirement/Early retirement
- Recruitment and Selection - review current practice per workforce plan to consider focus on skills and potential rather than history of experience (see also 4.4, 4.6 and 4.7)
- Implement, communicate and monitor effectiveness of employment policies
 - Flexible Working
- Contribute to the implementation of the recommendation of Safer Recruitment / Better Recruitment on Corporate Basis

Expected Outcomes/Success Criteria

Timescale

- Completion of development and reporting to Committee (if required) of the policies listed
 - Equal Opportunities December '08 (GC)
 - Alcohol and Substance Misuse September '08 (DW)
 - Governance – Code of conduct for Employees September '08 (DW)
 - Governance – Whistle blowing December '08 (DW)
 - Flexible retirement/Early retirement September '08 (GC)
 - Flexible working October (KRM)
- Fundamentally reconsider recruitment processes (See also 4.4 and 4.6) February '09 (DW)
- Re-vamp recruitment materials September '08 (DW)
- Establish Best Practice Recruitment "Centre" for appropriate jobs December '08 (SPA)
- Ensure protection of vulnerable groups via safe recruitment practice January '09 (KRM)
- Increased awareness amongst employees of employment policies demonstrated through

survey results.

- Flexible working
- Have a developed handbook approach to ensure access to policies

November '08
December '08 (SPA)

Resources

This will be resourced from the Personnel Services budget
A separate budget will fund the Handbook which is part held by the Chief Executives department.

Staff Implications

None beyond existing budget allocation

Lead Officer

Denise Whitworth, Head of Personnel Services (DW)
Grant Cruickshank, Principal Personnel Adviser (Employment Policies) (GC)
Katrina McGillivray, Senior Personnel Adviser (Employment Policies) (KRM)
Senior Personnel Adviser (Handbook) (SPA)

PRIORITY 4.4

CENTRAL SERVICES / PERSONNEL SERVICES

Efficient use of resources by putting in place a framework to ensure the performance of all staff is regularly assessed and they are actively supported in improving, with links to training, reskilling and development strategies. Also by ensuring that skills are available and developed as appropriate to meet current and future requirements.

What will we do to address this priority

- Senior Management Development
- Staff training through a corporate training plan
- Develop employees' post entry training policy
- Apprenticeship project

Links to other Plans

Expected Outcomes/Success Criteria

- Develop next phase of the Senior Management Development
- Corporate training planned to address Council priorities
- To have developed a post entry training policy and this to be presented to Policy Committee
- Enhance opportunities for young people

Timescale

December 2008
December 2008
October 2008
October 2008

Resources

Training is resourced mainly from departmental budgets.
The Employee Development Team is resourced from Personnel Services Budget.
Budget has been allocated for Apprenticeships

Staff Implications

None beyond existing budget allocation

Lead Officer

Carol Sheridan, Senior Employee Development Adviser

PRIORITY 4.5

CENTRAL SERVICES / PERSONNEL SERVICES

Efficient use of resources by creating systems of broader efficiency and increasing the utilisation of electronic systems in employment administration and other processes

What will we do to address this priority

- Introduce an electronic appointment system
- Establish a single telephone service to manage customer enquiries
- Implement a system of electronic employee filing

Links to other Plans

Expected Outcomes/Success Criteria

Timescale

- Introduce the electronic appointment system
 - Develop system for electronic contacts
 - Implement electronic contracts
 - Extend electronic administration to other processes
 - Make permanent the pilot of the single telephone service to manage customer enquiries
 - To have implemented a system of electronic employee filing (also see 4.3 and 4.6 on Recruitment and Retention)
 - Review options for electronic administration and decide system
 - Establish document naming protocol
 - Review document retention schedules for employee records
 - Select and set up system for records
 - Review paper/electronic records for all staff
 - Establish electronic files for leavers
 - Establish electronic records for new starts
 - Verification of employee details
- December '08
October '08
December '08
December '08
August '08 (SPA)
April '08
April '08
April '08
April '08
May '08
Jun '08
Jun '08
Dec '08

Resources

This will be resourced from the Personnel Services budget

Staff Implications

None beyond existing budget allocation

Lead Officer

Denise Whitworth, Head of Personnel Services (DW)
Senior Personnel Adviser (SPA) (Helpline)

PRIORITY 4.6

CENTRAL SERVICES / PERSONNEL SERVICES

Efficient use of resources in relation to the development of the Council's workforce strategy which aims to ensure that the workforce plans and strategies are linked to corporate and community plans and financial plans. The strategy will consider risks in relation to workforce matters, covering issues such as health and safety, equalities and succession planning. Ensuring workforce requirements in terms of both numbers and skills of staff in the short, medium and longer term are qualified taking account of service redesign for Best Value reviews and other changes in working practices, training, service delivery and resources.

What will we do to address this priority

- Recruitment and Retention
- Employee Morale and Motivation
- Reward and Recognition
- Workforce Planning

Links to other Plans

Financial Planning

Expected Outcomes/Success Criteria

- Recruitment and Retention
 - Complete a review Relocation Allowances and their application (See also 4.3 and 4.5) Jul '09
- Employee Morale and Motivation
 - Report on progress on 2007-08 targets Apr '08
 - Enhance employee communication Aug '08
 - Enhance employee access to information on employment benefits Sept '08
 - Develop and run Survey for 2008 Nov '08
 - Identify actions to address main findings Mar '09
- Reward and Recognition (see also 4.7)
- Workforce Planning
 - Review profile information and develop workforce plan for:
 - Education Services July '08
 - Central Services – Finance & ICT, Legal and Chief Exec. July '08
 - Environmental Services Sept '08
 - Community Services Oct '08
 - Review of Corporate Workforce Plan – 6 month review Oct '08

Timescale

Resources

This will be resourced from within Personnel Services.

Staff Implications

Work will be accommodated within existing resources

Lead Officer

Denise Whitworth, Head of Personnel Services

PRIORITY 4.7

CENTRAL SERVICES / PERSONNEL SERVICES

Efficient use of resources ensuring that pay and reward systems meet legislative requirements under the Equal Pay Act and that any area of discriminatory practice have been addressed, including consideration of equal pay audit

What will we do to address this priority

- Review of Craft Pay and Conditions
- Reward and Recognition (Also see 4.6)

Links to other Plans

Expected Outcomes/Success Criteria

- Evaluation of craft jobs and rationalisation of bonus scheme and range of allowances currently payable.
- Reward and Recognition
 - Develop plan on longer term pay equality
 - Review employee discount / benefits package (see also 4.7)

Timescale

To be confirmed following response from Trade Unions

Sept '08
Dec '08

Resources

This will be resourced from within Personnel Services.

Staff Implications

Work will be accommodated within existing resources

Lead Officer

Katrina McGillivray, Senior Personnel Adviser (KRM) (Craft)
Denise Whitworth, Head of Personnel Services (Reward)

PRIORITY 4.8

CENTRAL SERVICES / PERSONNEL SERVICES

Enabling risk management and the efficient use of resources through Health & Safety

What will we do to address this priority

Links to other Plans

- Develop/review Health and Safety Policies listed below
 - Fire Regulations
 - Display screen equipment
 - Violence and Aggression – develop a risk based approach
 - Falls
 - MSD
- Develop a safety management system and rolling programme to ensure all services assess and address the Health and Safety position and risks associated with their services
- Development of procedures and practices on procurement of goods and services – review current system and report initially to CMT

Expected Outcomes/Success Criteria

Timescale

- Presentation to Committee of the policies listed.
 - Fire Regulations September 2008
 - Display screen equipment December 2008
 - Violence and Aggression – develop a risk based approach December 2008
 - Falls September 2008
 - MSD September 2008
- To have in place a Corporate Health and Safety Audit across the Council December 2008
- Review Health and Safety issues associated with Current System of procurement of goods and services November 2008
- Report initially to CMT on the development of procedures and practices on Health issues around the procurement of goods and services March 2009

Resources

This will be resourced from the Personnel Services budget

Staff Implications

None beyond existing budget allocation

Lead Officer

Douglas Reid, Senior Health & Safety Adviser

4. CONTINUOUS IMPROVEMENT

The service continues to participate in various contributory workgroups and initiatives e.g. Asset Management and Efficiency.

Appendix I

Budget Information

Committee Services have a budget of £248,101
Personnel Services have a budget of £1,152,012
Legal Services have a budget of £855,626
Estates Services have a budget of £389,650

As a central support service, a recharge across all Service Departments is carried out at year-end.