

# QUARTERLY MONITORING REPORT

**DIRECTORATE:** Corporate and Policy

**SERVICE:** Legal, Organisational Development and Human Resources Services

**PERIOD:** Quarter 2 to period end 30<sup>th</sup> September 2009

## 1.0 INTRODUCTION

This monitoring report covers the Legal, Organisational Development, and Human Resources Services second quarter period up to period end 30<sup>th</sup> September 2009. It describes key developments and progress against all objectives and performance indicators for the service.

The way in which traffic light symbols have been used to reflect progress is explained within Appendix 4

## 2.0 KEY DEVELOPMENTS

A critical role has been played by staff in the development and adoption of the staff protocol, which is a key part of the efficiency review.

Licensing staff were deeply involved in the implementation of the necessary controls to enable the Creamfields Festival to take place, which has been widely acknowledged as being a very successful event.

Arrangements and training have been put in place to ensure that the Council is equipped to deal effectively with complaints of alleged breaches of the Code of Conduct.

## 3.0 EMERGING ISSUES



As the efficiency review moves to a critical stage, HR and Legal staff will be deeply involved in the development of new structures and the implementation of the staffing protocol.

With Councils needing to ensure compliance with the European Services Directive by the end of the year, legal staff will continue to be involved in co-ordinating the Authority's response and advising Directorates on how to ensure that systems are compatible.

Officers in the Department will also lead on pulling together the Council's response to proposals to re-align Court provision in the area.

With a decision on the Mersey Gateway plans expected shortly, the legal team will continue to play a major part in securing the necessary land acquisitions and advising key officers and Members.

#### 4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

<b>Total</b>	<b>5</b>		<b>4</b>		<b>1</b>		<b>0</b>
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All key objectives are progressing as planned, other than pay and grading appeals, in respect of which great progress continues to be made. Further details of all key objectives are detailed in Appendix 1.

#### 5.0 SERVICE REVIEW

There are no issues regarding services review to be reported for the period.

#### 6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

<b>Total</b>	<b>5</b>		<b>5</b>		<b>0</b>		<b>0</b>
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All key performance indicators are presently on target, but it should be remembered that the figures are such that a very small alteration in staff numbers could lead to a significant change in percentage. The details of all key indicators can be found in Appendix 2.

#### 6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

<b>Total</b>	<b>9</b>		<b>6</b>		<b>3</b>		<b>0</b>
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A number of new indicators are preparing their baseline this year. Of the 9 indicators that can be reported 6 are on or above target and details of all 'other' indicators are provided in Appendix 3.

#### 7.0 RISK CONTROL MEASURES

During the production of the 2009-10 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were deemed to be necessary

## **8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS**

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2009 – 2010




## **9.0 DATA QUALITY**

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.



## **10.0 APPENDICES**

Appendix 1- Progress against Objectives/ Milestones  
Appendix 2- Progress against Key Performance Indicators  
Appendix 3- Progress against Other Performance Indicators  
Appendix 4- Explanation of traffic light symbols  
Appendix 5- Financial Statement

## Progress against key objective/milestones






Service Plan Ref.	Objective	Key Milestone	Progress quarter 2	Commentary
LOD O1	To provide a high quality legal service to the Council and its departments to ensure that the Council is able to deliver its services effectively.	Secure renewal of Lexcel & ISO Accreditation <b>January 2010</b>		On course for renewal by target date
LOD O2	To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities.	Review Constitution <b>May 2009</b>		Constitution has been reviewed as planned.
LOD O3	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively.	To ensure that all members have been given the opportunity of a having a MAP meeting  To induct all new members – <b>by October 2009</b>		Programme of MAP interviews is being delivered as planned.  All new members to the authority have successfully been inducted.

## Progress against key objective/milestones



Service Plan Ref.	Objective	Key Milestone	Progress quarter 2	Commentary
<p><b>LOD O4</b></p>	<p>To ensure the Council's strategic approach to the management of Human Resources is reviewed and is consistent with best practice and reflects a modern, excellent authority.</p>	<p>Complete and implement staffing protocol <b>Sept 2009</b></p> <p>Implement Management Competency Framework and commence training programme <b>Sept 2009</b></p> <p>Implement a Leadership through Change Programme and complete training <b>February 2010</b></p>		<p>Work is presently progressing for each of the milestones relating to this objective.</p> <p>The staff protocol has been adopted and is a vital tool for the efficiency review.</p> <p>Work on the Competency Framework was started in July and organised for September. The programme is fully booked and will run from December to March 2010.</p> <p>The Leadership Through Change programme is well underway.</p>
<p><b>LOD O5</b></p>	<p>To ensure that the Council rewards staff in accordance with legislation through a modern pay and grading system.</p>	<p>Implement the outcomes of the completed Pay and Grading Review and undertake any appeal hearings that may arise <b>December 2009</b></p>		<p>Considerable progress is being made on hearing appeals. Updates will continue to be provided throughout the year.</p>

### APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES (Legal, Organisational Development and Human Resources Services)

## Progress Against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
<b>Corporate Equality, Diversity &amp; Cohesion</b>						
<b><u>LODLI 2</u></b> (BVPI 11/ LOD 4)	The percentage of top 5% of earners that are: - Women	45.58	45.00	39.36		On target
	From black and ethnic minority communities	0.83	2.5	1.37		On target
	With a disability	2.87	3.30	3.66		On target – indeed current figure slightly ahead.
<b><u>LODLI 3</u></b> (BVPI 16a/ LOD 8)	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.21	1.5	1.17		On target
<b><u>LODLI 4</u></b> (BVPI 17a/ LOD 10)	Minority Ethnic community staff as % of total workforce.	0.78	1.00	0.72		On target

## Progress Against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
<b>Corporate Health</b>						
<b><u>LODLI 6</u></b> (BVPI 12/ LOD 5)	The number of working days / shifts lost due to sickness (Corporate)	13.52	11.25	2.91		Performance at quarter 2 falls within expected level
<b><u>LODLI 8</u></b> (LOD 2)	No. Of Members with Personal Development Plans (56 Total)	52	52 (92%)	52		We are presently ahead of our target for the year.



## Progress Against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
<b>Corporate Equality, Diversity &amp; Cohesion</b>						
NI 1	% of people who believe people from different backgrounds get on well together in their local area	74.5	No survey this year	N/A	N/A	
NI 3	Civic participation in the local area - % of people who have been involved in decisions that affect the local area in the last 12 months	10.5	No survey this year	N/A	N/A	
LODLI 1 (BVPI 2b)	Equality Standard for Local Government	Level 3	Level 3	N/A	N/A	There is now a new Equality Framework for Local Government which was introduced from April 2009. The new framework has 3 levels of performance; 'developing', 'achieving', and 'excellent'. Having obtained Level 3 of the previous Standard, which had 5 levels, the authority is currently classed as an 'achieving' authority. Work is now being co-ordinated through the Corporate Equality, Diversity and Cohesion Group to develop an action plan that will allow us to move forward to excellence status, the target for this is now <b>2011/12</b> .
LODLI 5 No prior LOD Number	Racial Incidents per 100,000 population	-	New for 2009	N/A	N/A	A baseline will be created at the year end.

### APPENDIX THREE – PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS (Legal, Organisational Development and Human Resources Services)



## Progress Against Other Performance Indicators



Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
<b>Corporate Health</b>						
LODLI 7 (LOD 1)	Proportion of departmental working days lost to sickness absence (%)	3.3	4.5	4.84		Current figure slightly above annual target, but considerable work in being carried out to attempt to secure reductions.
LODLI 9 (LOD 3)	% of Members attending at least one organised Training Event	100	100	30		On target and work will be done to attempt to ensure that 100% is achieved by year end.

### Progress Against Other Performance Indicators




Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
LODLI 10 (BVPI 14/ LOD 6)	Early retirements (excluding ill-health) as a percentage of the total workforce.	0.05	0.14	0.00		No eligible employees in the first quarter.
LODLI 11 (BVPI 15/ LOD 7)	% Of employees retiring on grounds of ill-health as a percentage of total workforce	0.18	0.12	0.00		No eligible employees in the first quarter.
LODLI 12 (BVPI 16b)	% of economically active disabled people in LA area	12%	-	N/A	N/A	The baseline information for 2008/09 is taken from the Annual Population Survey. The overall sum of economically active people in Halton is 60,000 against which the % of those who are disabled or from a BME group is given. These figures are reported to us from an outside agency. No specific target has been set for 2009/10 but the Council has a policy of equality and diversity to ensure that amongst others disabled people and those from BME groups are not generally disadvantaged and specifically support their economic activity through positive anti-discrimination employment rules.
LODLI 13 (BVPI 17b)	Economically active BME population in LA area	1.5%	-	N/A	N/A	

### APPENDIX THREE – PROGRESS AGAINST ‘OTHER’ PERFORMANCE INDICATORS (Legal, Organisational Development and Human Resources Services)

## Progress Against Other Performance Indicators




Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
<b>Fair Access</b>						
LODLI 14 (LOD 12)	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	492	600	106		Figures are being kept under review, although as always that are governed by a great extent to subject matter under discussion. They are presently showing considerably below target.
LODLI 15 (LOD 13)	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	91	150	9		
LODLI 16	% of those eligible casting a vote	-	New for 2009	N/A	N/A	A baseline will be created at the year end.
LODLI 17	% of completed form A's returned	-	New for 2009	N/A	N/A	A baseline will be created at the year end.

## Progress Against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
<b>Service Delivery</b>						
LODLI 18 (LOD 14)	Average Time taken to issue prosecutions from receipt of instructions (working days) <sup>NB</sup>	9.3	10	13		Slightly below target at second quarter, but efforts will be made to ensure target met at year end.
LODLI 19 (LOD15)	Average time taken to complete conveyancing transactions	351	350	383.55		Below target but efforts to improve continue. The figure has been distorted by the recent completion of very complex, longstanding matters.
LODLI 20 (LOD 16)	Average time taken to complete Child Care Cases (calendar days)	238	275	224		Child care cases are complex and lengthy and resultant timescales are not always within the control of the legal staff involved.

## Explanation of Traffic Light Symbols

The traffic light symbols are used in the following manner:

	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<b><u>Green</u></b>	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	Indicates that the <u>target is on course to be achieved</u> .
<b><u>Amber</u></b>	 Indicates that it is <u>unclear</u> at this stage, <u>whether the milestone/objective will be achieved</u> within the appropriate timeframe.	Indicates that it is either <u>unclear</u> at this stage or too early to state whether the target is on course to be achieved.
<b><u>Red</u></b>	 Indicates that it is <u>highly likely or certain that the objective</u> will not be achieved within the appropriate timeframe.	Indicates that the <u>target</u> will not be achieved unless there is an intervention or remedial action taken.

## LEGAL, ORGANISATION DEVELOPMENT AND HUMAN RESOURCES

### Revenue Budget as at 30<sup>th</sup> September 2009

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>					
Employees	3,377	1,747	1,732	15	1,732
Members Expenses	766	385	390	(5)	390
Premises	799	370	370	0	370
Supplies & Services	567	275	243	32	290
Training Costs	188	22	22	0	22
Civic Catering & Functions	86	43	18	25	18
Legal Expenses	92	73	73	0	73
Transport	61	29	30	(1)	30
Asset Charges	6	0	0	0	0
Support Services	2,247	1,060	1,060	0	1,060
<b>Total Expenditure</b>	<b>8,189</b>	<b>4,004</b>	<b>3,938</b>	<b>66</b>	<b>3,985</b>
<b><u>Income</u></b>					
Land Charges	-300	-150	-55	(95)	-55
Printing Recharges	-303	-151	-151	0	-151
SLA to Schools	-228	-103	-103	0	-103
Licence Income	-303	-113	-113	0	-113
Other Income	-60	-25	-25	0	-25
Support Service Recharges	-3,821	-1,910	-1,910	0	-1,910
<b>Total Income</b>	<b>-5,015</b>	<b>-2,452</b>	<b>-2,357</b>	<b>(95)</b>	<b>-2,357</b>
<b>Net Expenditure</b>	<b>3,174</b>	<b>1,525</b>	<b>1,581</b>	<b>(29)</b>	<b>1,628</b>

#### **Comments on the above figures:**

In overall terms spending to the end of quarter 2 is over budget. Within this overall position, income from Land Charges will show a significant shortfall against budget by year end. Due to increased competition from Personal Search agents, there was a shortfall last year of over £237k. It is likely that the shortfall this year will be in the region of £170k. This will be partly offset by additional income from licensing and other income.