Public Document Pack



Employment and Appointments Committee

Date: Thursday, 7 June 2012

Time: 6.15 pm

Venue: Committee Room 2 - Wallasey Town Hall

Contact Officer: Andrew Mossop **Tel:** 0151 691 8501

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Website: http://www.wirral.gov.uk

AGENDA SUPPLEMENT (1)

4. MANAGING ATTENDANCE (Pages 1 - 6)

8. DEPARTMENT OF ADULT SOCIAL SERVICES: SENIOR MANAGEMENT STRUCTURE (Pages 7 - 14)

A revised report, which supersedes the report to Cabinet of 13 February, on the Adult Social Services' Department Senior Management Structure, is attached to this supplementary agenda.

- 9. SENIOR MANAGEMENT RECRUITMENT (Pages 15 22)
- 12. REQUEST FOR EARLY VOLUNTARY RETIREMENT (Pages 23 28)



WIRRAL COUNCIL EMPLOYMENT & APPOINTMENTS COMMITTEE 7 JUNE 2012

SUBJECT:	MANAGING ATTENDANCE
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, HR AND ASSET MANAGEMENT
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

1.1 PURPOSE OF THE REPORT

The purpose of the report is to update The Employment and Appointments Committee on the current position around attendance management.

2.0 BACKGROUND AND KEY ISSUES

2.1 Analysis of Performance

A breakdown of sickness absence figures for Quarter four and comparative data for 2008/9, 2009/10 and 2010/11 by quarter and by full year, is shown at Appendix One.

Sickness levels for Quarter four, 2011/12 (2.68 days) show an overall improvement against both previous years (2.70) and (2.79).

The projected figures for 2011/12 have been calculated at 9.23 days against a target for the year of 9.80. This compares to 10.23 in 2010/11 and 10.35 in 2009/10.

The 2011/12 end of year final outturn position will be reported to the next committee.

2.2 Improving Performance

We have reported to previous committees the improvements already put in place to address attendance levels across the authority. As this month's figures demonstrate, these initiatives are continuing to show improvements in levels of attendance. These will be further supported this guarter (see 4.4)

2.3 Benchmarking Data

The table below shows benchmarking data for other local authorities in the North West region as at December 2011.

Employer	Days Lost as at		
	Dec 2011		
Wirral Council	6.55		
Sefton Council	9.09		
Merseyside Fire Service	6.16		
St Helens Council	5.10		
Knowsley Council	5.97		

- **2.3.1** In addition to the above benchmarking data, The Employment and Appointments Committed have previously asked for information about approach taken by high performing Local Authorities whose absence data shows lower levels of absence.
- 1.0.0 Survey results published by North West Employers Organisation for 41 authorities in the North West was previously reported to Employment & Appointments Committee.
- 2.3.2 The best performing authority for 2010/11 was Hyndburn Council with an absence rate of 6.02 days per employee (a district council with 320 employees). Although figures for 2011/12 are not yet confirmed, Hyndburn expect to report levels under 6 days per employee for this period, representing further continued improvement.
- 2.3.3 Hyndburn Council attribute this consistent downward trend in days to investment in employee wellbeing which has been cost effective and well worthwhile. This has included the introduction of a Workplace Health Awareness Team to deliver on a number of key activities and wellbeing initiatives culminating in the award of the Workplace Wellbeing Charter 'Excellence' rating, demonstrating their dedication to employee wellbeing and setting an example for individuals and businesses in the Hyndburn region.
- 2.3.4 Merseyside Fire and Rescue Service has introduced a range of initiatives over the past years to improve levels of attendance including:
 - Attendance Incentive/Reward Scheme
 - Professional Occupational Health medical services
 - Specialist Nurse Advisor (community psychiatric nurse) services
 - Physiotherapy
 - Private Consultations and diagnostic investigations, such as MRI scans
 - Medical Financial Assistance
 - Employee Assistance Programme, with Life Management Support
 - Counselling services
 - Private Sports Health Club membership for 3 month rehabilitation
 - Alternative therapies massage rehabilitation, reiki
 - Health promotions arranged by OH such as alcohol awareness, men's health,
 - smoking cessation
 - Gymnasium facilities on all Fire Stations
- 2.3.6 The Chartered Institute of Personnel and Development Barometer of trends survey for 2012 reports that the most common methods adopted by employers to manage

short term absence are return to work interviews and the application of triggers. For long term absence return to work interviews and occupational health involvement are the most common methods. Private sector employers are much more likely to restrict sick pay than the public sector and also offer private medical insurance and attendance bonuses or incentives.

2.4. Employee Health and Well Being

Work continues to implement the Fit4Wirral Action Plan, working alongside the Director of Public Health. This quarter focuses on the theme 'Enhance Your Life and activities will include:-

- Continuation of employee roadshows delivered jointly with Wirral Community Health NHS Trust's Health Promotion Team taking key health and well being messages and support to employees across the borough.
- The promotion of 'Five Ways to Wellbeing' (Connect, Be Active, Take Notice, Keep Learning, Give) by encouraging employees to make an individual pledge to make a change to improve their well being with a target of 2012 staff pledges for this Olympic year.
- Featured case studies from employees who have taken action to improve their health and well being.
- Development of a Stress Working Group to take forward key actions relating to Workplace Stress including the recent staff survey results.

3.0 RELEVANT RISKS

3.1 Failure to pro-actively manage sickness absence through early intervention, improved management information and health and well being initiatives could leave the Council open to legal challenge and increased costs.

4.0 OTHER OPTIONS CONSIDERED

4.1 None

5.0 CONSULTATION

5.1 Consultation with the Trade Unions has taken place regarding the revised Attendance Management policy and on Fir4Wirral initiatives.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1 There are no specific implications arising out of this report.

7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

7.1 There are no specific implications arising out of this report

8.0 LEGAL IMPLICATIONS

8.1 There are no specific implications arising out of this report.

9.0 EQUALITIES IMPLICATIONS

- **9.1** There are no specific implications arising out of this report.
- **9.2** Equality Impact Assessment (EIA)
 - (a) Is an EIA required?

Yes

(b) If 'yes', has one been completed?

Yes http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/law-hr-asset-management

10.0 CARBON REDUCTION IMPLICATIONS

10.1 There are no implications arising out of this report.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 There are no planning and community safety implications arising out of this report.

12.0 RECOMMENDATION/S

- **12.1** The Employment & Appointments Committee is asked to:
 - Note the content of the report and current sickness absence data.

13.0 REASON/S FOR RECOMMENDATION/S

13.1 To update The Employment & Appointments Committee about ongoing improvements.

REPORT AUTHOR: Tony Williams

Acting Employee Relations Manager

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APPENDICES

Appendix 1 BVPI Absence figures by Quarter for Departments

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
A managing attendance report is submitted to The Employment and Appointments Committee quarterly	

Notes

2008-09 onwards recalculated based on Organisation Structure at August 2011
Targets are based on calculation at scheduled time, not the higher figure including late returns.

WIRRAL COUNCIL

THE EMPLOYMENT AND APPOINTMENTS COMMITTEE

7 JUNE 2012

SUBJECT:	DEPARTMENT OF ADULT SOCIAL
	SERVICES: SENIOR MANAGEMENT
	STRUCTURE
WARDS AFFECTED:	ALL
REPORT OF:	GRAHAM HODKINSON, DIRECTOR OF
	ADULT SOCIAL SERVICES
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to bring forward the requirement to enhance the Senior Management capacity in the structure of the Department of Adult Social Services.
- 1.2 This report addresses the requirement for a Deputy Director of Adult Social Services and a Head of Performance, Business Planning and Finance.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 Cabinet on 13 February 2012 approved the revised senior management structure for the Department of Adult Social Services.
- 2.2 On working through the specific details the Employment and Appointments Committee at its meeting on 28 February 2012 agreed to the immediate and urgent establishment of the Head of Safeguarding and Care Governance.
- 2.3 Having considered the structure further it is now recommended that in order to give appropriate support to the Director at a senior level the post of Deputy Director of Adult Social Services should be established.
- 2.4 It is also recommended that the post of Head of Finance and Performance should be deleted and replaced with the post of Head of Performance, Business Planning and Finance. The postholder will retain the oversight of the departmental budget and the professional link with the Finance department will be maintained through the Principal Manager (Resources).
- 2.5 In order to assist the Director during this period of change in the leadership of DASS, on 30 January 2012 The Employment and Appointments Committee approved the extension of the fixed term contract for the current post holder of the Head of Finance and Performance for up to six months or until 30 June 2012, with the provision to end the contract earlier, depending on the recruitment process. This resource is still required until the two posts are established and filled to support the Director in the transition.

3.0 CURRENT PROPOSALS

- 3.1 It is clear from the various inspections and reports into the activity of DASS in recent years that insufficient resource has been invested in senior management capacity. This has resulted in a lack of a strategic oversight being taken of developments within the Department and issues not being dealt with at an appropriate level. If the recommendations that have been accepted by Cabinet from the Klonowski report are to be effectively implemented significant emphasis has to be placed on the strategic management capacity of the Department. It is, therefore, recommended that the post of Deputy Director of Adult Social Services is created, the role will be to:
 - i) Deputise for all roles of the Director of Adult Social Services in his absence
 - ii) Take a strategic overview of the work of the Department
 - iii) Ensure the control of initiatives to facilitate better services through commissioning and efficiency programmes through applying proper project and programme management methods.
- 3.2 In addition, the Deputy Director post and business improvement focus will enable improved working methods as well as building capacity in the business and performance section.
- 3.3 It has been recognised that the performance management and business planning functions within DASS are limited. It is, therefore, proposed to delete the post of Head of Finance and Performance and to create the post of Head of Performance, Business Planning and Finance. The emphasis for the post holder will be to develop and manage a performance management framework and culture within the Department that ensures the services it commissions are in the right place, at the right time, for the right people at the right cost. In addition the postholder will oversee the development and implementation of the business planning process as well as the links with the Finance Department through the Principal Manager (Resources).
- 3.4 This Branch will also ensure that all departmental policies and procedures are kept up to date and cascaded accordingly; that any "horizon scanning" issues regarding policy development are referred to the relevant officers and that all management information is captured and used in the best way. The Branch will work closely with the Complaints Manager and the recently agreed Knowledge Manager.
- 3.5 The Departmental Structure as agreed by Cabinet on 22 September 2011 and subsequently revised by Cabinet on 13 February 2012 are shown at Appendices 1 and 2.

4.0 RELEVANT RISKS

- 4.1 Risk of harm to a vulnerable adult is a key corporate risk on the Council's risk register. This structure is intended to strengthen the Council's professional expertise and management to mitigate this risk. The Klonowski report highlighted that this risk is real and present.
- 4.2 As the Council commissions more services externally, it becomes even more important that the Council has expertise in this area. These proposals strengthen

that expertise and mitigate the risk.

4.3 It has been widely acknowledged that there is risk in not being aware of best practice and understanding the impact of imminent national policy initiatives. It is anticipated that by investing resources in strategically planning the work of the Department and systematically learning from the work of the Department and others that these risks will be mitigated.

5.0 OTHER OPTIONS CONSIDERED

- 5.1 A range of possible management structures have been considered in developing these proposals. These have included further integration with children's services and with public health. These are not recommended at this time in view of:
 - the high degree of uncertainty in the external environment,
 - the high level of risk in major organisational change,
 - the degree of change already being assimilated,
 - the amount of risk that would be concentrated in one place in such options.

6.0 CONSULTATION

6.1 There has been internal consultation with the Chief Executive and the Director of Finance.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 In line with the overall aims of the Department the voluntary, community and faith sector is seen as a key partner. Several of the proposed changes will imply much closer working relationships in particular with regard to strategic planning.

8.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 9.1 The annual cost of the Deputy Director post at scale DCO3 will be £107,800 (including on cost).
- 9.2 The annual cost of the Head of Performance, Business Planning and Finance at DCO3(a) will be £91,200 (including on cost).
- 9.3 The annual savings from the deletion of the post of Head of Finance and Performance at DCO3(a) will be £91,200 (including on cost).
- 9.4 It was agreed by Cabinet at its meeting on 13 February 2012 that the overall costs of the whole DASS restructure would be funded from a combination of savings made from deleting the posts of Head of Community Services and the Head of Finance and Performance and additional resources made available from the efficiency investment budget.

9.0 LEGAL IMPLICATIONS

9.1 No specific legal implications arise as a result of this report.

10.0 EQUALITIES IMPLICATIONS

10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because there is no relevance to equality.

11.0 CARBON REDUCTION IMPLICATIONS

11.1 No specific carbon reduction implications arise as a result of this report.

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 No specific planning and community safety implications arise as a result of this report.

13.0 RECOMMENDATIONS

- 13.1 That the post of Deputy Director of Adult Social Services is established.
- 13.2 That the post of Head of Performance, Business Planning and Finance is established.
- 13.3 Approve the extension of the fixed term contract for the current post holder of the Head of Finance and Performance for up to six months or until 30 December 2012, with the provision to end the contract earlier, depending on the recruitment process.
- 13.4 When the recruitment process is complete for the Deputy Director and Head of Performance, Business Planning and Finance, the post of Head of Finance and Performance will be deleted.

14.0 REASONS FOR RECOMMENDATION/S

14.1 The Department of Adult Social Services requires significant capacity and more emphasis to be concentrated into performance and strategic planning to meet the requirements of the department.

REPORT AUTHOR: Graham Hodkinson

Director of Adult Social Services telephone: (0151) 666 3662

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APPENDICES

Appendix 1 Adult Social Services Structure as agreed by Cabinet 22 September 2011

Appendix 2 Adult Social Services Management Structure as agreed by Cabinet 13 February 2012

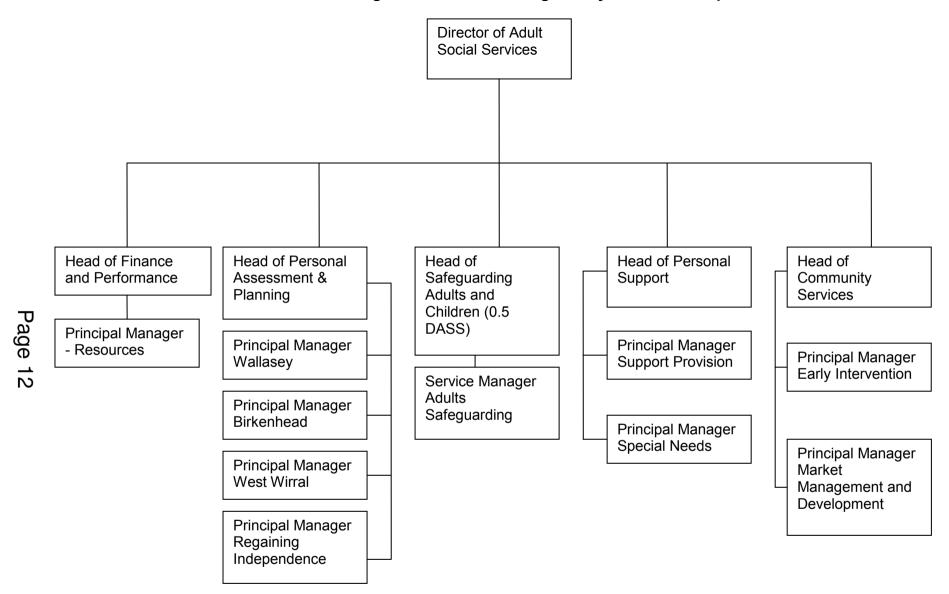
REFERENCE MATERIAL

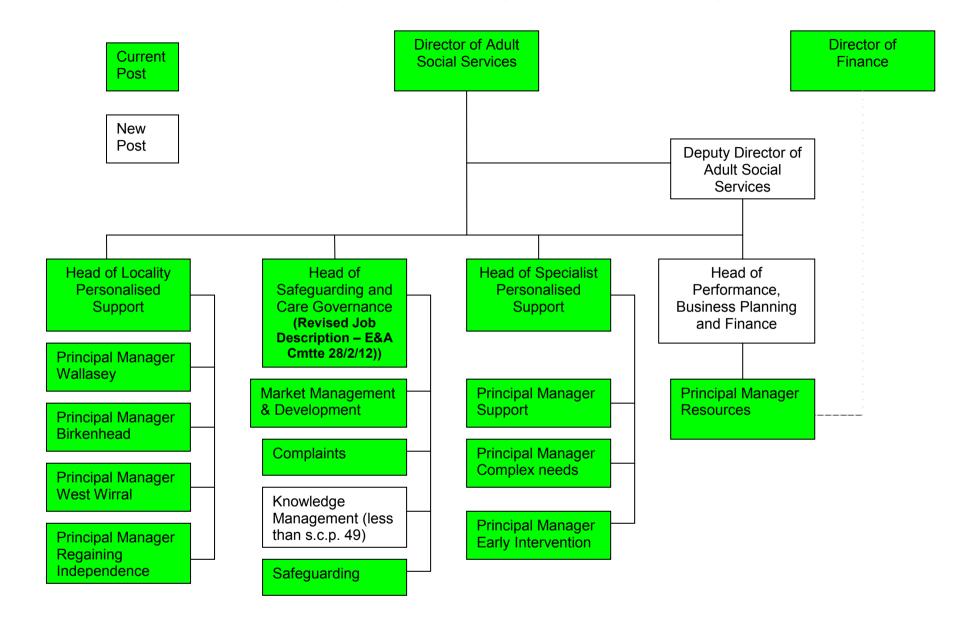
None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Employment and Appointments Committee Department of Adult Social Services Progress Report and Interim Management Arrangements	23 March 2011
Restructure of the Adult Social Services Department	29 September 2011
DASS Senior Management Structure	28 February 2012
Cabinet Department of Adult Social Services Progress Report - interim management arrangements	17 March 2011
Department of Adult Social Services: Future structure	22 September 2011
Department of adult social services: senior management structure	13 February 2012

APPENDIX 1 - Adult Social Services Management Structure as agreed by Cabinet 22 September 2011





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WIRRAL COUNCIL

EMPLOYMENT AND APPOINTMENTS COMMITTEE

7 JUNE 2012

SUBJECT:	SENIOR MANAGEMENT RECRUITMENT
WARD/S AFFECTED:	ALL
REPORT OF:	BILL NORMAN, DIRECTOR OF LAW, HR &
	ASSET MANAGEMENT
KEY DECISION	NO

1. EXECUTIVE SUMMARY

1.1. The purpose of this report is for The Employment and Appointments Committee to consider and agree the recruitment timetables, and agree the appointment of a proportionate Sub Committee, for The Director of Children's Services and The Head of Safeguarding and Care Governance.

2. BACKGROUND AND KEY ISSUES

- 2.1. The Employment and Appointments Committee on 28 February 2012 agreed the following (Minute 68):
 - a. That the post of Head of Branch Safeguarding Adults and Children (0.5 in DASS) is deleted and the post of Head of Safeguarding and Care Governance is created as a full time position in DASS.
 - b. That the post of Head of Safeguarding and Care Governance is advertised on a permanent basis and the recruitment process be commenced with the appointment of a proportionate Sub-Committee.
- 2.2 The Employment and Appointments Committee on 29 September 2011 agreed the following (Minute 36):
 - a. That the Interim Director of Children's Services be asked to continue as the Acting Director of Children's Services for a further year on a fixed term basis, and that an external recruitment process takes place to ensure that a new Director of Children's Services is in post by the end of September 2012.

3. TIMETABLES FOR RECRUITMENT

- 3.1. The proposed timetable for The Director of Children's Services is attached at Appendix One.
- 3.2. The proposed timetable for The Head of Safeguarding and Care Governance is attached at Appendix Two.

4. PROPORTIONATE SUB COMMITTEE

4.1. The Employment and Appointments Committee is asked to appoint a proportionate Sub Committee for each of the recruitment processes.

- 4.2. A proportionate Sub-Committee would comprise of the following:-
 - 7 Members = 4 Labour group seats
 - 2 Conservative group seats
 - 1 Liberal Democrat group seat

5. RISKS

5.1. The recruitment of The Director of Children's Services and The Head of Safeguarding and Care Governance will provide key leadership support to the Council. The timetables proposed takes account of the need for expediency to alleviate risks in delays to the recruitment process.

6. OTHER OPTIONS CONSIDERED

6.1. No other options were considered.

7. CONSULTATION

7.1. None.

8. IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1. The relevant stakeholders will be invited to take part in the recruitment process where appropriate. The recruitment process will take account of implications for voluntary, community and faith groups.

9. RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1. All Senior Management Recruitment Services are supported internally by the Human Resources and Organisational Development Section, in addition to the services of external consultants.

10. LEGAL IMPLICATIONS

10.1. The Council will ensure that all relevant employment legislation is complied with in relation to Senior Management Recruitment.

11. EQUALITIES IMPLICATIONS

- 11.1. Has the potential impact of your proposal(s) been reviewed with regard to equality?
 - (b) No because there is no relevance to equality.

12. CARBON REDUCTION IMPLICATIONS

12.1. No specific carbon reduction implications arise as a result of this report.

13. PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1. No specific planning and community safety implications arise as a result of this report.

14. RECOMMENDATIONS

- 14.1. It is recommended that The Employment and Appointments Committee:
 - a. Agree the proposed timetable for the recruitment processes for The Director of Children's Services and The Head of Safeguarding and Care Governance.
 - Appoint a proportionate Employment and Appointments Sub Committee for The Director of Children's Services and The Head of Safeguarding and Care Governance.

15. REASONS FOR RECOMMENDATION/S

15.1. To ensure that the recruitment of The Director of Children's Services and The Head of Safeguarding and Care Governance take place in a timely manner.

REPORT AUTHOR: Chris Hyams

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APPENDICES

Appendix 1 – Proposed Timetable: The Director of Children's Services

Appendix 2 - Proposed Timetable: The Head of Safeguarding and Care Governance

REFERENCE MATERIAL

There is no reference material for this report.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
The Employment and Appointments Committee	28 February 2012
The Employment and Appointments Committee	29 September 2011

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Proposed Timetable: Director of Children's Services

Activity	Draft Timescale (to be confirmed)	Employment & Appointments Sub Committee Meetings			
Advert closing date	18 May 2012				
The Process of Long Listing	w/c 11 June 2012	Long List Meeting: 14 June 2012 6pm			
Technical Interviews	13-22 June 2012				
The Process of Short Listing	w/c 25 June 2012	Short List Meeting: 28 June 6pm			
Selection day(s)	w/c 2 July 2012	Selection days: 4 & 5 July 2012, End of day one meeting 4.30pm, dinner at 7.30pm			
Appointment	Latest 5 July 2012				
Notice period	3 months				
CRB clearance Medical clearance	During notice period				
Potential start date	October - November 2012				

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Proposed Timetable: Head of Safeguarding and Care Governance

Activity	Draft Timescale (to be confirmed)	Employment & Appointments Sub Committee Meetings		
Advert closing date	18 May 2012			
The Process of Long Listing	w/c 11 June 2012	Long List Meeting: 14 June 7pm		
Technical Interviews	13-22 June 2012			
The Process of Short Listing	w/c 25 June 2012	Short List Meeting: 28 June 7pm		
Selection day(s)	w/c 16 July 2012	Selection days: 17 & 18 July 2012 End of day one meeting: 5pm		
Appointment	Latest 18 July 2012			
Notice period	3 months			
CRB clearance Medical clearance	During notice period			
Potential start date	November 2012			

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WIRRAL COUNCIL

THE EMPLOYMENT AND APPOINTMENTS COMMITEE

7 JUNE 2012

SUBJECT:	EARLY VOLUNTARY RETIREMENT
	REQUEST
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, HR & ASSET
	MANAGEMENT
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

1.1 The purpose of the report is to request approval from the Employment and Appointments Committee for the release of Mr Wilkie under Early Voluntary Retirement (EVR) on 7 June 2012

2.0 BACKGROUND AND KEY ISSUES

Mr Wilkie is employed as The Chief Executive. Mr Wilkie will have 35 years continuous service on the 7 June 2012 and is aged 58 years.

Mr Wilkie has formally asked the Council to consider his request for early retirement and the release of his pension.

The requirements for authorisation of EVR for any employee is based upon regard for all the circumstances including the best interests of the council and that any additional pension costs to the Council can be contained within existing budgets.

3.0 RELEVANT RISKS

3.1 The Council has in place an Acting Chief Executive and Head of Paid Service as agreed at Annual Council (part 2) 21 June 2012 - The Director of Finance continue in his role as Deputy Chief Executive and therefore Acting Chief Executive (and Head of Paid Service) during the absence of the Chief Executive.

4.0 OTHER OPTIONS CONSIDERED

4.1 None

5.0 CONSULTATION

5.1 None

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1 None

7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 7.1 The cost to the council of the early release of the pension is £ 95,728.98. This will be paid back over a five year period with interest, in total £111,054.48
 - The cost of early payment is based on estimates supplied by Pensions Section.

The cost of the early release of the pension is payable to Merseyside Pension Fund directly.

8.0 LEGAL IMPLICATIONS

8.1 None

9.0 EQUALITIES IMPLICATIONS

- 9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?
 - (b) No because there is no relevance to equality.

10.0 CARBON REDUCTION IMPLICATIONS

10.1 None

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 none

12.0 RECOMMENDATION/S

12.1 That the Employment and Appointments Committee approve the following;

The Early Voluntary retirement of Mr Wilkie on the 7 June 2012 and the release of his pension on the grounds of efficiency of the service.

13.0 REASON/S FOR RECOMMENDATION/S

13.1 Having regard for all the circumstances including the best interests of the council the above recommendation proposed for consideration.

REPORT AUTHOR: REPORT AUTHOR: Chris Hyams

Head of Human Resources and Organisational Development

telephone: (0151 691 8590) email: chrishyams@wirral.gov.uk

APPENDICES

A copy of the M37 Application for Early Retirement form is attached.

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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Appendix one

COSTING OF E.V.R./SEVERANCE/ILL HEALTH/FLEXIBLE RETIREMENT APPLICATION

To be comp	leted by Finance Dep	artment						
Name:			Date of Bir	th:	Age:		Personal No:	
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Efficiency- w	ith / without augmenta	ation	*	1	Tier 1			
Redundanc	y -with / without augme	entation			Tier 2			
Severance		•			Tier 3			
Flexible Ret	tirement]				
							\neg	
	Augmenta	tion Awarde	ed (years / d	ays):		0		
COST OF	EMPLOYEE LEA	AVING TO	THE DE	PARTME	<u>NT</u>		A	
							· 	
	a) EARLY RETIREME	NT (as per	Pension Fu	ind)	95	,728.98		
	b) AUGMENTATION					0.00		
	c) TOTAL INTEREST					,325.52		
	d) TOTAL COST OF I					1,054.50	-	
6	e) QUARTERLY COS	T OF RETI	IREMENT		5,	552.73		
f) IMMEDIA	TE REDUNDANCY/S	EVERANC	E PAYMEN	Γ				
g) TOTAL C	COST INCLUDING IN	TEREST			11	1,054.50	•	
Annual Bre	akdown of cost to ti	he Departn	nent					
Г	Year 1 Year 2	Year 3	Year 4	Year 5		Total	<u> </u>	•
	22,210.90 22,210.90	22,210.90	22,210.90	22,210.90	11	1,054.50		
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	POTENTIAL SAVING	s					*	
Г					T	<u> </u>		
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T	COST OF RETIREME			·		0.00		
ا] ٠	POSSIBLE SAVINGS	OVER 5 Y	EARS	•		0.00		
Comments:								
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SECTION	C - To be complete	ed by the	employing (Chief Office	er			-
			(F0)				· · · · · · · · · · · · · · · · · · ·	
Is the app	lication supported	11	/ES	NO	Departme	ent:		

duties will be discharged in the future enclosing, where appropriate, and amended organisation chart and any amended job descriptions. Please indicate why the appropriate on the basis of organisational implications versus costs.

Appendix One

Chief Officer Signature	Date
SECTION D - To be completed by the Director of Law, HR and Asset Management	
Approval of the application is refus	sed for the following reasons
Director of Law, HR and Asset Management Signature	Date
Approval of the application is gran	
Director of Finance	Date
Director of Law, HR and Asset Management Signature	Date
Chief Officer advised	Employment & Appointments Committee advised:
M37	

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