WIRRAL

Employment and Appointments Committee

Date:	**Thursday, 17 June 2010**
Time:	**6.15 pm**
Venue:	Committee Room 2 - Wallasey Town Hall

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AGENDA

1. **MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST**

   Members are asked to consider whether they have personal or prejudicial interests in connection with any item(s) on this agenda and, if so, to declare them and state what they are.

2. **MINUTES (Pages 1 - 4)**

   To receive the minutes of the meeting held on 30 March, 2010.

3. **APPOINTMENT OF VICE-CHAIR**

   The Committee is requested to appoint a Vice-Chair.

4. **PEOPLE STRATEGY 2010-13 (Pages 5 - 40)**

5. **SUBSISTENCE REIMBURSEMENTS (Pages 41 - 44)**

6. **IMPROVEMENTS TO KEY ISSUES EXCHANGE (KIE) 2010/11 (Pages 45 - 54)**

7. **WORKFORCE MONITORING (Pages 55 - 78)**

8. **MANAGING ATTENDANCE (Pages 79 - 90)**

11. **EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC**

     The public may be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information.

17. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR**

EMPLOYMENT AND APPOINTMENTS COMMITTEE

Tuesday, 30 March 2010

Present:	Councillor	IO Coates (Chair)
	Councillors	JE Green T Harney
		L Rennie
Deputies	Councillor	M McLaughlin (for P Davies)

75 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members of the Committee were requested to declare whether they had an interest, either personal or prejudicial, in any item on the agenda and, if so, to declare it and state the nature of such interest.

Councillor Green declared a personal interest in minute 77 (Partnership Performance Officer and Performance Support Officer Posts) by virtue of him being a member of the Local Strategic Partnership Board.

76 MINUTES

The Committee was requested to receive the minutes of the meetings held on 26 January and 16 March, 2010.

Resolved – That the minutes of the 26 January and 16 March, 2010 meetings be approved.

77 PARTNERSHIP PERFORMANCE OFFICER AND PERFORMANCE SUPPORT OFFICER POSTS

The Deputy Chief Executive / Director of Corporate Services submitted a report which sought the Committee's approval to extend the following existing temporarily funded posts, to support the Local Strategic Partnership (LSP) and delivery of Wirral's Sustainable Community Strategy (SCS) and Local Area Agreement (LAA):

2 x full time Partnership Performance Officers, PO 6-8 (£31,754 - £36,313).

The posts would be funded until July 2011 from the remaining LAA resources.

Resolved – That this Committee approves the extension of the following fixed term posts until July 2011:

2 x full time Partnership Performance Officers, PO 6-8.

78   **WORKFORCE MONITORING QUARTER 3 REPORT (OCTOBER TO DECEMBER 2009)**

The Director of Law, HR and Asset Management submitted a report which gave a summary of the monitoring and analysis of the Council's workforce for Quarter 3 (October to December 2009) and the proposed outcomes and actions to be taken as a result. The summary report, appendix A, fulfilled the Council's specific employment duties in relation to employment for race, gender and disability.

The Head of HR and Organisational Development responded to Members' comments and gave a brief outline of the trends revealed by the statistics in the appendix. Leavers who were identified as non-voluntary could either have been at the end of a fixed term contract or employed by schools that had their own redundancy policies and she confirmed that she would clarify the facts behind this statistic to all the Committee.

The Head of HR and OD elaborated on the use of Key Issues Exchanges (KIE) and the use of an online format. Members suggested the need for cumulative totals through each quarter reporting period and the importance that should be placed on KIEs which all staff should be having and the Head of HR and OD agreed to bring a report to a future Committee on the KIEs covering the issues raised.

Resolved –

(1) That Committee notes that the requirement for the Authority to comply with specific employment duties and report upon them has been fulfilled.

(2) That a report be brought to the Committee on Key Issues Exchanges.

79   **MANAGING ATTENDANCE**

The Director of Law, HR and Asset Management submitted a report updating the Committee on the current sickness levels. For the twelve month period up to January 2010 the sickness level for the Council was 9.07 days, down from 10.64 days in the previous comparable 12 month reporting period. The Council's target for 2009/10 was 10 days.

A list of the main causes of sickness were included together with information on the preventive care available to staff and managers. The report also outlined the ways in which the authority responded to some of the main causes of sickness.

Responding to Members' comments, the Head of HR and Organisational Development, stated that the new HR system would improve the level of data being circulated to managers so that sickness trends in particular areas could be identified at an earlier stage and actions targeted more appropriately. Take up of some initiatives, such as the Employee Assistance Programme, was very small but efforts were being taken to address this and also to raise awareness of mental health issues, the largest cause of sickness absence. Procedures in reducing sickness levels in comparable organisations such as the NHS would also be examined to see what lessons could be learnt.

The Head of HR and OD stated that she would be happy to bring a follow up report on these issues to a future meeting.

Members recognised the improvements in the reduced levels of sickness.

Resolved – That the overall improvements in sickness levels across the Council be noted and a further report be brought to a future meeting of the Committee.

80   **EXERCISE OF DISCRETIONARY FUNCTIONS AMENDMENT TO POLICY STATEMENT (PENSION SCHEME)**

The Director of Law, HR and Asset Management requested that the report, 'Exercise of Discretionary Functions Amendment to the Policy Statement' be withdrawn as there were some further amendments to pensions regulations which needed to be brought to Members' attention and this was agreed.

81   **APPEALS SUB-COMMITTEE MINUTES**

The minutes of the Appeals Sub-Committee held on 29 January and 5 March, 2010 were submitted for information.

Resolved – That the minutes be noted.

82   **EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC**

Resolved - That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined by paragraphs 1 and 4 of Part I of Schedule 12A (as amended) to that Act.

83   **UPDATE ON MANAGING WORKFORCE CHANGE AND REDEPLOYMENT**

The Director of Law, HR and Asset Management, submitted a report providing an update on the on-going management of Workforce Change and outlined progress to date on the successful redeployment of employees throughout the Council in support of the efficiency programme.

Councillor Green queried the situation in respect of some staff referred to in the report as being affected by savings which had now appeared on successive agendas for a number of months. The Head of HR and Organisational Development responded and it was agreed that a further more substantive report be brought to the next Committee from the department concerned.

The Head of HR and OD elaborated on the figures of those remaining on the redeployment register and agreed to report back with a further breakdown on the redeployment issues of individual positions.

Councillor Harney referred to the People Strategy 2010/13 which had been approved by the Cabinet at its meeting on 18 March, 2010 and suggested that it should be brought to the next meeting of this Committee for consideration.

Resolved –

(1) That the report be noted.

(2) That the Director of Children's Services produce a full report for the next meeting on the issue of those staff affected by savings within his department.

(3) That a report with a full breakdown of the situation of staff remaining on the redeployment register be brought to the next meeting of this Committee.

(4) That the People Strategy 2010/13 be brought to the next meeting of this Committee.

84   **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR - EARLY VOLUNTARY RETIREMENT REQUEST**

The Director of Adult Social Services submitted a report which sought the Committee's approval for the release of a member of his staff under the Council's Early Voluntary Retirement scheme with severance. The report gave a breakdown of the total savings over a five year period.

Resolved – That the Early Voluntary Retirement with severance of a Principal Manager within the Adult Social Services Department, be approved.

85   **COUNCILLOR IRIS COATES**

Councillor McLaughlin expressed her thanks to Councillor Iris Coates, who was chairing her last meeting of the Committee before standing down at the May election, for having chaired the Committee with such grace over the past three years.

Councillors Green and Harney commented that their groups would also wish to be associated with these remarks and expressed their thanks to Councillor Coates.

WIRRAL COUNCIL

EMPLOYMENT & APPOINTMENTS COMMITTEE – 17 JUNE 2010

REPORT OF THE DIRECTOR OF HR, LAW & ASSET MANAGEMENT

The People Strategy 2010- 13

1. Executive Summary

1.1 The report presents the draft refreshed People Strategy 2010/13 (Appendix 1) with an implementation plan for 2010/12 (Appendix 2). The People Strategy was agreed at Cabinet on 18 March 2010. The aim of the People Strategy is to ensure that Wirral Council has an effective and productive workforce to meet its current and future objectives.

2. Background

2.1 To deliver the Council's Vision, the Corporate Plan outlines five strategic objectives. The Fifth objective is "To Create an Excellent Council". The aims within that objective are for the organisation to;

- Enable people to deliver Excellence in an organisation that is well led, engages with and empowers staff.
- Plan for changing workforce requirements to deliver organisational workforce capacity and change.

This will be delivered through the People Strategy. The People Strategy sets the framework for the Council to achieve this aim through its people. The principles are that people who are well led, healthy, motivated and developed, are more likely to deliver consistently and efficiently at a higher level. Furthermore, creating a positive environment where employees feel valued, rewarded, and treated fairly by the organisation contributes to improved efficiency, productivity and ultimately an Excellent Council.

3. People Strategy 20010/13 (Appendix 1)

3.1 Making this happen

To deliver the Vision and Objectives as described in the Corporate Plan, we need the commitment skills and focus of the people who work for us. The principles of the People Strategy need to be delivered to realise this. The purpose of the People Strategy is to ensure that all of the approach to people is articulated, the above is clearly planned, systemised and performance managed.

Our recognition of what employees' do to contribute to the Council, its services and community has underpinned our approach for a number of years. Our commitment to being a good employer through employment practices, supporting people through organisational change and their personal development has been key to delivering our aims and to building future capacity. This has been demonstrated through the delivery of a number of strategies and interventions.

This approach is owned and delivered both corporately and departmentally, by all managers and employees.

The themes below outline how this is going to be delivered & measured.

3.2   People Strategy Themes:

We intend to address our strategic people issues through focusing our attention and prioritising action within 5 key themes to best ensure that we:

1. Develop and deliver leadership
2. Develop our organisation, communication and culture
3. Develop skills, capability and capacity to deliver performance
4. Deliver performance through an effective management framework and efficient processes
5. Deliver our role as a good employer

So that we have an effective workforce that can deliver positive outcomes for the people of Wirral.

3.3   Delivering the People Strategy

The Strategy will be delivered through:

Ownership and Leadership

- Elected Members - this is a key framework for People Management in Wirral. The People Strategy is endorsed by The Cabinet, the Cabinet Member Corporate Resources and the Employment and Aappointments Committee.
- The Chief Officer Management Team (COMT) - as the Council's Management Team, Chief Officers' own the framework, model its values, and ensure delivery of key actions.
- Managers and Staff - Managers are expected to ensure that they and their staff understand the principles of this Strategy and their responsibility for the actions in it.
- Employees with specific responsibilities for supporting the Council to deliver its People Strategy.

The Implementation Plan with identified activities.

The People Strategy will be delivered through the activities shown at Appendix 2. The detail of those activities will then be delivered via specific work plans; Departmental Plans, the Workforce Development Plan, and other Strategies. Those corporate activities will be led either by COMT or by those with strategic responsibilities; Corporate Human Resources & Organisational Development, Communication and Performance Management. In a number of areas identified, specific groups will take the lead, e.g. Corporate Equality & Inclusion group (CEIG).

Measures of Performance

How will we know that this has been delivered?

The People Strategy aims to have in place principles of how we work with people. We believe that good people management leads to well motivated, skilled employees who are aligned to and therefore better placed to deliver the Council's objectives. This then Improves our performance for Wirral. There are a number of levels of evaluation:

1. How employees feel about working for Wirral Council and contribute to their role.

2. How well Wirral delivers people management initiatives

3. How much Wirral benefits from employees' contribution in terms of performance

4. Financial implications

4.1 The People Strategy is delivered within existing resources.

5. Staffing implications

5.1 There are no staffing implications

6. Equal opportunities implications

6.1 The specific activities within the Strategy are included in the ongoing programme of equality impact assessment.

7. Community safety implications

7.1 There are no community safety implications.

8. Local Agenda 21 implications

8.1 There are no Local Agenda 21 implications

9. Planning implications

9.1 There are no planning implications

10. Anti-poverty implications

10.1 There are no anti-poverty implications

11. Social inclusion implications

11.1 The people strategy implementation plan identify how projects and activities are directly or indirectly tackling inequalities in Wirral, and outcomes will be monitored.

12. Local Member Support implications

12.1 There are no local Member support implications

13. Background Papers

13.1 The are no background papers for this report

14. Recommendations

14.1 Employment & Appointments Committee is recommended to:
- Agree the People Strategy 2010/13 at **Appendix 1**
- Agree the People Strategy Implementation Plan 2010/11 at **Appendix 2**

Bill Norman
Director of Law, HR and Asset Management

WIRRAL

Wirral Council

People Strategy 2010 - 2013

Introduction from the Leader and Chief Executive

The People Strategy is Wirral Council's statement of how we will achieve our objectives through our people. We know that our success so far has been delivered not only through effective partnerships, but by the commitment and hard work of the 12,000 plus people who work for the Council services and schools.

The People Strategy provides a framework for activity for the next 4 years which will support the aims as stated in the Council's Corporate Plan. Wirral Council is committed to being a good employer, recognising our role in the Borough as the largest single employer and that approximately 90% of our workforce also live in the Borough and are part of our community.

The People Strategy describes our approach to People Leadership and sets out:

- Wirral's philosophy in how we lead and manage our people

- Why this approach will result in better outcomes for the local community and residents

- How the Strategy manifests itself into a set of priorities, actions and policies

- How this is measured to ascertain success

The People Strategy 2010 – 2013 has been designed to help us build upon what we have already achieved and to take us forward to meet the challenges of the future.

The initial People Strategy has achieved the following major achievements:

- Implementation of a successful Workforce Development Plan framework

- All Council People Management policies have undergone an Initial Equality Impact Assessment

- Improved Redeployment practices have been implemented to support the Council's Efficiency Programme – providing redeployment opportunities for displaced employees'

- Development of a Corporate Leadership Development Programme with Chester Business School.

- High quality developmental leadership training/skills for Elected Members

- Job Evaluation has been undertaken and an equal pay review of the pay structure with implementation of new pay bands for up to SCP 34

- Harmonisation of terms and conditions for all 'Green Book' employees

- Enhanced benefits package implemented including – equality assessed rates of pay, increased holiday allowances and a harmonised working week

- Implementation of a Child Care Voucher Scheme offering both employees and the Council the opportunity to make savings and contribute to the retention of employees

- Occupational Health Services offer additional services for employees, including counselling sessions and physiotherapy. An independent Employee Assistance Programme has also been launched to offer further support to employees

Since the development and implementation of the first People Strategy, the Council has undergone considerable changes which have delivered significant challenges to both the operation of the Council and its resources. Having strategies in place that ensure people are equipped to deliver the Council's priorities is essential. It is important we carry on moving in the right direction and that our people move with us.

Additionally the Council continues to operate in a challenging environment with changing external pressures, including the need to continue driving efficiency savings, tackling worklessness within Wirral and the added pressures of the recession nationally.

The new People Strategy clearly shows how we will continue to value and develop our people to achieve success, so that we can both continue to deliver high quality services and continue to improve and innovate for the benefit of the people of Wirral.

Councillor Steve Foulkes　　　　　　　　Stephen Maddox
Leader of the Council　　　　　　　　　　Chief Executive

Our commitment to people who work with and for us.

Wirral Council believes that we need to maximise the effectiveness of employees at all levels in the organisation and that doing so will improve outcomes for local people.

Most of the Council's services to residents are delivered by employees often on a one-one basis. The Council is a people business and the effectiveness of employees has a significant impact both on services and outcomes for local people as well as the Council's reputation.

The difference in performance between Councils is mostly influenced by organisational leadership, the quality of employees and how well they are led and managed.

Therefore, there is a direct and measurable link between the motivation, skills and focus of employees and the quality of service provision. As a result of this there is a strong case for developing a People Strategy to ensure that the potential of every employee is maximised for the benefit of Wirral.

Given the challenging financial context that will exist in the economy and Public Services over the next few years and that the Council's largest single resource is our employees, there is also a strong efficiency argument for enabling our employees to give the most. Across a whole range of issues from morale and motivation, skills development, improved leadership to absence management, there are ways in which productivity can be increased through the delivery of an effective People Strategy.

As the Council is the largest single employer in the Borough, Wirral Council recognises that approximately 90% of our workforce also lives in Wirral. What we do and how we act, impacts on how employees perceive the Council. Therefore, we have the potential of over 12,000 ambassadors for the Council. Importantly the opportunities to develop the skills and well being of our employees whilst in employment will also benefit them as community members, and in addition impacts on their lives and families.

We value the diversity of our workforce and seek to make the Council more accessible through improved representation of our community. Development and support for all employees to maximise their potential is important to us.

Through both its leadership role and the opportunity to narrow the gap by building on employment opportunities for people, Wirral Council wants to demonstrate that with the right support and development, traineeships such as apprenticeship schemes and work placements can deliver sustainable opportunities for people.

People Strategy Aim and Principles

The aim of the People Strategy is to ensure that Wirral Council has an effective and productive workforce to meet its current and future objectives.

The principles of the People Strategy are:

- Employees, who are well led, motivated, and understand their role in the organisation, are much more likely to deliver consistently and efficiently at a higher level.

- Well developed and trained employees will deliver more. They are more likely to embrace further learning, and be more flexible in their ways of working. This is an investment in results and improved outcomes.

- A positive organisational culture is the key to getting the most out of people. In the Public Sector where financial reward plays a much smaller part in motivating and rewarding employees, the importance of a positive organisational culture in ensuring high levels of efficiency and productivity cannot be overestimated. A learning culture where employees feel that they can take measured risks, with support, will enable a greater degree of innovation and best practice for our customers as well as increasing individual employee satisfaction

- Employees who have good physical and mental health are more resilient and engaged to deliver services and outcomes for the people of Wirral.

- Employees, who understand the organisation's objectives, their own objectives, and the expectations of them, are more focussed on priorities, delivering the best of themselves for our customers.

- Clear vision, leadership and direction enable the organisation to change and develop new ways of working to deliver services and meet it's objectives as stated within the Corporate Plan.

- Creating a positive environment where employees feel valued, well informed and listened to, rewarded and treated fairly by the organisation, are more likely to feel it is a good place to work. This will bring results in terms of improved efficiency, productivity and ultimately improved outcomes for Wirral. We are also more likely to keep the valuable employees who work for us.

Wirral Council's Vision and Objectives

The Council's Vision is one of a more prosperous and equal Wirral, enabling all communities and people to thrive and achieve their full potential.

The Council's Vision has 5 strategic objectives:

1. To create more jobs, achieve a prosperous economy and regenerate Wirral.
2. To create a clean, pleasant, safe and sustainable environment.
3. To improve health and well being for all, ensuring people who require support are full participants in mainstream society.
4. To raise the aspirations of young people.
5. To create an excellent Council.

Wirral Council's Strategic Change Programme

The Council's Strategic Change programme is driving forward the Council's priorities for change to deliver the objectives in a more efficient and effective way through transformation. The purpose of the programme is to improve services within available resources and within approved timescales. This will directly impact on our people and the People Strategy needs to support the "people" changes essential for that transformation.

The programme currently comprises six areas however this is being expanded. The areas are:

• Strategic Asset Review (SAR): this is subject to a separate reporting process, and will be a catalyst for changing how and where people work and how services are accessed.

• Customer Access Strategy (CAS): initially using Street Scene Services

• ICT Technological Developments (ICT): the work necessary to keep computers and software functioning and up to date.

• Common Administrative Processes (CAP): including the key projects of the Highways and Engineering Services contract arrangements (HESPE), Human Capital Management (HCM) [Human Resources and Payroll] and Integrated Financial Systems (IFS). The processes provide the Council with the potential for gaining efficiencies and improvements.

• Building Schools for the Future (BSF)

• Adult Social Services Transformation Programme (DASS)

Delivery of the Vision and Objectives by People

To deliver the Council's Vision, the Corporate Plan sets the aim of enabling people to deliver excellence in an organisation that is well-led, engages with and empowers employees' and that we plan for the changing workforce requirements to deliver value for money with an effective employment framework and organisational capacity. The People Strategy sets the framework for the Council to achieve this aim through its people.

Challenges
Wirral Council as part of the pubic sector will be facing financial challenges over the coming years. As a result we are looking at different ways of delivering outcomes, different methods of service delivery, delivering more with less or not at all. To deliver our aims and objectives within this context the council will need to consider and address key workforce issues. Our areas for consideration are:

- Change – ensuring that employees are supported and developed for new roles and new ways of working in an efficient way, bringing our people with us.

- Skills and Capacity – ensuring that we have the capacity, skills and flexibility to deliver current and future objectives.

- Delivery and Performance – ensuring that the workforce delivers services aligned to corporate objectives and improves performance

Partnerships
Fundamental to the success of our Community Strategy and Corporate Plan is that we deliver better outcomes for local people in partnership with other agencies and organisation.
Whilst the People Strategy is focused upon Wirral Council's workforce we recognise and support the value of the people we work with as partners in delivering shared aims and objectives.

Making this happen

To deliver the Vision and Objectives as described in the Corporate Plan, we need the commitment skills and focus of the people who work for us. The principles of the People Strategy need to be delivered to realise this. The purpose of the People Strategy is to ensure that all of the approach to people is articulated, the above is clearly planned, systemised and performance managed.

Our recognition of what employees do to contribute to the Council, its services and community has underpinned our approach for a number of years. Our

commitment to being a good employer through employment practices, supporting people through organisational change and their personal development has been key to delivering our aims and to building future capacity. This has been demonstrated through the delivery of a number of strategies and interventions. This approach is owned and delivered both corporately and departmentally, by all managers and employees'.

The themes below outline how this is going to be delivered & measured.

People Strategy Themes:

We intend to address our strategic people issues through focusing our attention and prioritising action within 5 key themes to best ensure that we:

1. Develop and deliver leadership
2. Develop our organisation, communication and culture
3. Develop skills, capability and capacity to deliver performance
4. Deliver performance through an effective management framework and efficient processes
5. Deliver our role as a good employer

So that we have an effective workforce that can deliver positive outcomes for the people of Wirral.

1. Develop and Deliver Leadership

Deliver Effective and Visible Leadership

This is important to ensure that the organisation's overall objectives and approach are owned by Members, Chief Officers and Senior Managers. This will involve Leadership and Organisational Development for all. This is the start of setting the organisational culture.

Vision and leadership are key to moving the organisation forward. The Vision should articulate a picture or description of where the Council needs to be in the future, in a way that can be understood by all employees'. The importance of the Vision and Objectives is ownership at all levels.

Leadership at Wirral extends beyond the organisation. It is about leadership of Place. That Leadership needs to be delivered across the Borough, delivering the best outcomes for Wirral. Our Leadership activities need to be visible and delivered with integrity. What we require of leaders should be defined in our corporate leadership behaviours

The Corporate Business Planning process

At Wirral, the Vision and Objectives should be articulated through our Corporate Business Planning process. Leadership is about bringing this alive, creating drive and a belief that priorities can be delivered and that together we really can make a difference for the people of Wirral.

In such a large complex organisation we need to ensure that all employees understand the priorities and are working towards them. This places emphasis on effective communication across and within the organisation. To ensure that activities reflect organisational priorities and objectives the Vision is defined across Wirral via the Community Strategy. The Corporate Plan outlines the part that the Council will play in delivering the Community Strategy, our Vision and Objectives. The Vision & Objectives are then cascaded through Departmental Plans aligning activities to the Vision and Objectives. A key part of making this work for all employees is the Key Issues Exchange. This is a key discussion between the manager and the employee (or in teams) to identify their contribution to the Service Plan priorities. These form objectives for the employee. Our aim is to ensure that the "golden thread" of objectives has cascaded from the Community Strategy objectives through to the individual delivering services on a daily basis.

Develop Leadership Skills and Capacity

We are committed to developing our leadership capacity through our Leadership Programmes which are a key priority for us. Considerable investment has been made into our Leadership Programmes which enable us to enhance capacity to support change management including cultural and behavioural change and talent management/succession planning.

The Leadership Programmes will continue to be developed so as to ensure that we set out what Organisational and Leadership Behavioural Development we expect all managers to have. This will include; generic leadership skills, targeted development such as change management training and specific development to deliver good management practices through policies and procedures.

2. Develop our Organisation, Communication and Culture

The Organisation

To meet the Council's objectives of delivering positive outcomes for people through being an Excellent Council, we want to ensure that we develop our organisation and drive and support change whilst developing our capacity to deliver. Our Change Programme specifically aims to transform services and the way that we work, whilst realising efficiency.

Culture

Culture is often described as "the way that we do things around here". We believe that we need to lead and manage our culture so that it aligns with our values and we get the culture that delivers effectively for us. Good leadership is key and will shape and develop our culture. Organisational and Leadership behaviours reinforce and shape the culture.

We need to ensure that our processes also reinforce the required culture of the organisation. This starts with our People Strategy in defining our approach to people and how we work. The culture should be reinforced in our policies and our strategies and be key in our decision making processes.

To further develop the culture of the organisation to meet our drivers of improvement and efficiency and to achieve real transformation, further work will need to be done. Each theme of the People Strategy will incorporate this aspiration as it moves forward.

Communication and Engagement

A key part of developing our culture is through the communication and involvement of employees. This has been significantly improved via the employee newsletter "One Council" and departmental newsletters. Good communication is modelled and reinforced by the annual Chief Executive's Road shows, backed up by Departmental Road shows, and management and employee briefings. This gives the opportunity for employees to give feedback and facilitates two-way communication between management and employees.

Valuing employees through employee recognition programmes is delivered corporately via the Employee and Team of the Year Awards. Departments compliment this with their own awards schemes. Employees are involved in service planning at different levels and also have the opportunity for recognition for innovative ideas via the Staff Suggestion Scheme.

3. Develop Skills, Capability and Capacity to Deliver Performance

Workforce Planning

Building the capacity of the organisation to deliver current and future objectives is key to excellent performance. Wirral Council uses Workforce Planning to anticipate future employee requirements and issues and to ensure that we have the capacity to deliver now and in the future.

Development Programmes

Wirral has invested in development and training for employees at all levels. We have a number of key programmes;

- Excellent Leadership Programmes to develop the leadership competencies of current and future managers and members.

- Departmental Training Programmes which reflect the performance and/or professional skills development needs being identified at the KIE's with employees.

- Professional Development Programmes to ensure that the accredited and professional knowledge skills of employees are developed and updated.

- Commitment to the National Skills Pledge which has set out targets for skills levels for all people of working age. We are committed to working towards those targets, in particular Skills Level 2. We are particularly committed to delivering Skills for Life for those employees where this programme will enable them to be more confident, contribute more in the workplace and move on to further development.

We believe that developing employees brings tangible benefits. Increased knowledge and skills empowers employees and enables them to improve performance. Investing in employees through training is a visible demonstration of our commitment to them as individuals. Developing people reinforces good performance, boosting confidence and bringing that confidence into the workplace.

The Skills Pledge and Skills for Life

We also believe that, particularly for those employees that have been out of a learning environment for a while, programmes such as Skills For Life and accredited programmes, brings learning and confidence into households in Wirral.

Trade Union Learning Representatives

This is a positive partnership with the shared aim of encouraging learning and development. It is key to delivering the aims of Skills for Life and making learning more accessible. A joint learning forum has been established comprising trade union and organisational development representatives.

Working with Partners

Training and development is not solely for our employees. We deliver training in conjunction with our partners to enable good partnership working and alignment to common objectives.

Elected Member Development

Training programmes are also in place for Elected Members and we hold the North West Elected Member Development Charter. The Cross-Party Elected Member Development Group develops new programmes and ensures good communication and elected member commitment to development.

Investors in People and External Recognition

Recognition for our approach to development comes from external awards and initiatives. Wirral Council was re-accredited with Investor in People (IIP) status in 2009. This built on our previous success in 2006 and followed a rolling programme of assessment across departments. The Managing Assessor reported improvements in our employee development, engagement and involvement in the following three year period.

Talent Management, Succession Planning & New Ways of Working

Further work needs to be developed to structure our talent management and succession planning processes.

Our need to shape future services means that employees will need to develop new skills and ways of working. This may be through employees moving between roles or through more formal redeployment. We will need to support those employees using tools such as the skills audit and development plans, maximising current programmes e.g. the Leadership programmes and external funding opportunities.

Individual Performance and Development through Key Issue Exchange

Individual performance is developed and supported by the Key Issue Exchange (KIE). This is the key discussion between the manager and the employee (or in teams) to identify their contribution to the Service priorities. These discussions form the basis of objectives for the employee. Our aim is to ensure that the "golden thread" of objectives has cascaded from Wirral's Community Plan, through the Corporate Plan and Departmental Plan objectives through to the individual delivering services on a daily basis. As part of the discussion employees should have an opportunity to agree shared objectives, have feedback on their performance, celebrate achievements and identify learning.

This is the key process in the organisation to align an individual's contribution with strategic objectives and to ensure that all employees' are communicated with and their contribution valued.

The KIE is a tool to support leadership and development of employees, it needs to continuously develop and support good leadership practice in the workplace. One to one meetings or formal supervision carries through the principle of performance management and development in the workplace.

4. Deliver Performance Through an Effective Management Framework and Efficient Processes

Policy and Procedure Framework

To deliver effective performance, the management framework (policies and procedures) should support the delivery of the organisational aims and culture. The policies are there to enable managers to manage performance as well as to support employees'. e.g. Attendance Management, Disciplinary and Capability procedures.

Our policies relating to people management reflect the law, but also need to be more accessible to employees and managers. They should operate in a fair, timely and transparent way.

Our employment practices aim to create a safe environment in which to work. That environment needs to support:

- Employees personal safety
- Encouraging employees to bring forward any areas of concern (including confidential reporting
- The safeguarding of both our employees and local people.

We have a rolling programme of policy review, supported by a robust Equality Impact Assessment (EIA) and consultation process. The reviews reflect legislative and organisational change.

Increasingly our policy review has had to reflect the changing economic context. This is reflected particularly in our redeployment practices where our commitment to supporting employees through service change is delivered. Further work will need to identify priority areas of policy review to deliver the aims of efficiency and effectiveness.

Working effectively with those Trade Unions and Associations who represent our employees as partners, and to embrace employee consultation are an integral part of how we work.

Pay and Rewards

Wirral is proud to be one of the first Metropolitan Authorities to introduce harmonisation of pay and condition of our workforce. Our Pay Structure reflects the need to be fair, equality proofed, and transparent, with the need to value and reward people fairly. The final part of the review, for Senior Managers, and JNC Chief Officer graded employees will be completed within 2010.

Management Information and Systems

In order to manage effectively, management information, data and systems are a key part of the working process. Our integrated Payroll and HR Management System has already delivered a great deal. However, 2010 will see the introduction of an improved on-line system, enabling managers and employees to input and access on- line information. Whilst the purpose of the new system will be to drive out cost and to improve performance, it also delivers significant cultural change, where managers and employees will be working with a very modern 'self-service' system where more efficient practices will become the norm and shape expectations.

Working Practices

Working practices also need to reflect value for money and the need for efficiencies. The practices also need to reflect the changing expectations from customers of how and when they want to access services. Integrated teams and partnership working have become the norm in order to deliver our strategic objectives and meet the needs of our customers.

The Change Programme and Asset Review will facilitate agile and flexible working, home working and shared offices and facilities. These are examples of how employees will need to work differently. Those practices need to be supported with an enabling policy framework. They also need to be supported through leadership and change management.

5. Deliver our Role as a Good Employer and Employer of Choice

Wirral Council recognises its role as a leader in the community as the largest single employer in the Borough and as the Local Authority. Wirral Council should strive to be a good employer and work with our partners in the public, private and voluntary sector from a position of strength and best practice. All effective management framework and practices should clearly be delivered on this basis. There are also some key areas of delivery where we seek to deliver excellent practice;

Equalities and Diversity

Wirral Council was awarded the Equality Standard for Local Government (ESLG) Level 3 in November 2009. This was an important milestone for us. The ESLG recognises good practice and it is important that we deliver across the range of expectations. The Council performed well at Level 3 and we were successfully migrated to an 'Achieving' Council status on the new Equality Framework for Local Government (EFLG). The Council plans to work towards achieving an 'Excellent' Council status by November 2011.

We aim to have a workforce that reflects the community that we serve. This is to ensure that the Council is accessible to our communities and customers. It also means that by reflecting our community we are better able to understand the need of that community. This is an aim which we are continually working towards.

We also seek to provide support for all employees and to provide targeted support for those individuals from diverse backgrounds to ensure that we create a working environment with opportunities to contribute and develop. Over the next year we will develop our approach further to articulate the principles of dignity at work as part of what we do.

Delivering this aim means that we need to understand the makeup of our workforce. Our recently developed and implemented Workforce Monitoring Policy plans to engage further with our workforce to provide information about their backgrounds to build a fuller picture of the workforce that we employ. We have made good progress in this area over the last 18 months and seek to complete a more accurate picture of our workforce during 2010/11. Our workforce will be monitored on a regular basis with an equality and diversity survey carried out bi-annually. This work assists with informing our workforce targets and development plans.

2009/10 saw the launch of a Positive Action programme in the Department for Adults Social Services with further work planned with our partners across Merseyside over the next few years.

Our approach to Equality and Diversity has been one of involvement and engagement. The Corporate Equality & Inclusion Group (CEIG) is supported by the Employee Diversity Forums and they have a key role in shaping policy and proposing targets. Our Equality Watch Scheme encompasses all areas of diversity and encourages employees to become champions, with visible commitment to Equality and Diversity. This bottom up approach is complimented with real Leadership at the top, where the Chief Executive leads with communication to employees on the issues, and each Chief Officer leads on a specific strand of Equality and Diversity.

Underpinning this approach is an excellent training and development approach. Wirral has developed an in house e-learning package to reach employees directly in the workplace and to ensure a common understanding of our aims and expectations. This is complimented with specific targeted training where appropriate. Elected Members have been included in the training, backed up by workshops. Stage two of the roll out of the programme includes targeting those without access to ICT, or who require further support, again backed up with workshops.

Health and Wellbeing of our Employees

Wirral is committed to the Health and Wellbeing of our employees. That commitment is not only to those who are absent from work in order to enable them to recover and return to work. We want employees who are healthy in work so that they are resilient to meet current and future challenges. As employees they are also community members, so supporting their Health and Wellbeing also supports our community, which also impacts on households in the Borough. Wirral has worked in partnership with the NHS to maximise our capacity to deliver key initiatives such as Mindful Employer and Wirral Working for Health.
Our Strategy to deliver excellence in this area will come together under the "Fit4Wirral" approach which will incorporate an integrated approach to Health and Safety compliance, Absence Management with the Health and Wellbeing of our workforce, which is our overarching aim.

Workplace Opportunities

Wirral aims to support the training opportunities for local people through apprenticeships and work placements and volunteering. We have supported the Future Jobs Fund to provide work placement and training opportunities for young people. Further work can be developed to maximise work placement opportunities.

Delivering the People Strategy

The Strategy will be delivered through;

Ownership and Leadership

- Elected Members. - this is a key framework for People Management in Wirral. The People Strategy is endorsed by The Cabinet.
- The Chief Officer Management Team (COMT) - as the Council's Management Team, Chief Officers' own the framework, model its values and ensure delivery of key actions.
- Managers and Staff - Managers are expected to ensure that they and their staff understand the principles of this Strategy and their responsibility for the actions in it.

- Employees with specific responsibilities for supporting the Council to deliver its People Strategy.

The Implementation Plan with identified activities.

The People Strategy will be delivered through the activities shown at Appendix 1. The detail of those activities will then be delivered via specific work plans; Departmental Plans, the Workforce Development Plan and other Strategies. Those corporate activities will be led either by COMT or by those with strategic responsibilities; Corporate Human Resources & Organisational Development, Communication and Performance Management. In a number of areas identified, specific group will take the lead, e.g. Corporate Equality & Inclusion group (CEIG).

Measures of Performance

How will we know that this has been delivered?

The People Strategy aims to have in place principles of how we work with people. We believe that good people management leads to well motivated, skilled employees who are aligned to and therefore better placed to deliver the Council's objectives. This then improves our performance for Wirral. There are a number of levels of evaluation;

1. How employees feel about working for Wirral Council and contribute to their role.

2. How well Wirral delivers people management initiatives

3. How much Wirral benefits from employees' contribution in terms of performance

How employees feel about working for Wirral Council and contribute to their role

Measured via;

- Employee Opinion survey. The survey measures employee perceptions of the following;

- Life at work

- The organisation, alignment and working environment

- Communication

- Management impact

- Training and development

- Equality & diversity

- Overall satisfaction for the employee with their job and the Council as an employer

- Key Issues Exchange -how much people know what is expected of them and objectives are aligned to Organisational objectives

- How much employees meet those objectives, delivering objectives within the Departmental Plans, the Corporate Plan and making a difference for the people of Wirral

How well Wirral delivers people management initiatives

- Investor in People accreditation

- Get On awards

- Elected Member Charter

- Equality Framework for Local Government (EFLG)

- Individual people awards e.g. Apprentice of the Year, Employee of the Year

- Progress towards the Skills Pledge, specifically the numbers of employees' achieving Skills Level 2

How far Wirral benefits from peoples contribution in terms of performance

Measured by;

- External Assessment of Performance

- Service inspections

- LAA targets

- Use of resources

- Improving performance against key national and local performance indicators (PIs)

- Sickness absence figures improving at the Council as a comparison to other Metropolitan Authorities

- Turnover rates

- Recruitment & retention as an employer of choice

Monitoring and Review

The Implementation Plan and activities will be monitored on a quarterly and annual basis. The People Strategy will be reviewed on an annual basis.

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People Strategy Implementation Plan 2009 – 2011

1. Delivering and Developing Leadership

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
Delivering effective and visible leadership				
• Departmental Visits • Back to the Floor • Attendance at team meetings • Attendance at training activities • Road shows • Corporate and Leadership Behaviours	• All Chief Officers/Heads of Service	• Develop an agreed framework for visible leadership for all Chief Officers and Heads of Service • Update Corporate and Leadership Behaviours to meet current context and challenges	• Head of Human Resources/ Organisational Development with Chief Officers Management Team	• Visible leadership that engages people
Corporate Business Planning process				
• Community Strategy • Corporate Plan • Departmental Plans • Service Plans • Key Issues Exchange • Pilot of Revised KIE (DASS) • The Change Programme • Medium-term Finance Strategy	• Led by Deputy Chief Executive and Director of Corporate Services and delivered by all Managers • Director of Corporate Services • Director of Finance	• Improve the delivery of the KIE through process improvement to ensure that the leadership vision and priorities are communicated, shared and delivered by all.	• Head of HR/OD with COMT	• Clear vision, priorities and plans. People know what is expected of them.
Developing leadership skills and capacity				
• Corporate Leadership programmes which encompass change	• Head of HR/OD	• Develop a Leadership route & opportunities mapped and linked to KIE	• Head of HR/OD	Current and future leaders with skills to lead

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
management and enables succession planning and talent management • MBA programme • ILM programme • DASS Transformation	• Head of HR/OD • Director of Adult Social Services	• Heads Of Service programme to support Organisational transformation • To develop a Coaching and mentoring strategy to build on current good practice, and support the succession planning approach but using current skills and capacity to develop new leaders • To develop a targeted programme of change management and Leadership to further support our Leaders to lead and manage change	• Head of HR/OD with COMT • Head of HR/OD • Head of HR/OD with Strategic Change board	
June 2010 update:				

2. Developing our Organisation, Communication and Culture

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
Organisation				
• Achieved Corporate IIP	• Head of HR/OD with COMT	• To seek accreditation to new standards • Programme of activity to support organisational change	• Head of HR/OD with all managers • Head of HR/OD with Strategic Change Board	• An organisation able to change and develop with empowered employees
Culture				
• Articulated in Corporate and Leadership Behaviours	• All Chief Officers/Heads of Service	• To identify the key areas of culture and values that we need to develop to meet the needs of the organisation	• Corporate Improvement Group	• A culture that supports new ways of working
Communication and Engagement				
• Corporate Newsletter One Council • Departmental Newsletters • Team Brief process • Chief Executive and Departmental Road Shows • Joint Consultative Committee (JCC) • Employee Diversity Forums (EDFs) • Employee Recognition schemes, Corporate	• Head of Tourism and Marketing • All Chief Officers • Head of Tourism and Marketing • Chief Executive • Chief Executive and Head of HR/OD and all Chief Officers • Director of Adult Social Services • Chief Executive	• To enhance internal communications and develop a framework of practice for managers, for workplace communication and engagement • To build on employee awards programmes across all departments • Complete employee satisfaction survey for whole Council	• Chief Executive • Chief Executive • Chief Executive	• Engaged and aligned employees

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
and Departmental • Staff Suggestion Scheme	and all Chief Officers • Chief Executive			
June 2010 update:				

3. Developing skills, capability and capacity to deliver performance

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
Workforce planning				
• Departmental workforce plan (2010-11) • Corporate Workforce plan for 2009-13 • Skills Audit	• Corporate Improvement Group • Head of HR/OD • Head of HR/OD	• Identification of key people issues arising from the strategic change programme • Roll out of Skills Audit tool across all departments	• Head of HR/OD with Strategic Change Board • Head of HR/OD	• The capacity to deliver current and future objectives
Development Programmes				
• Leadership Programmes • Departmental Training Programmes • Professional Development Programmes • National Skills Pledge • Skills for Life • Elected Member Development • Talent Management & Succession Planning • Key Issues	• Head of HR/OD • All Chief Officers • All Chief Officers • Head of HR/OD with COMT • Head of HR/OD • Director of Law, HR and Asset Management • Head of HR/OD	• To deliver training in a more efficient way through sharing/one approach • Improve take up of opportunities across Merseyside to improve networking and learning in the region • To maximise the use of external learning opportunities to bring in new learning • Assess skill levels across the organisation and develop targets for skills level 2	• Head of HR/OD • Head of HR/OD • Head of HR/OD • Head of HR/OD • Head of HR/OD	• The skills to deliver current and future objectives

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
Exchange • Graduate Scheme	• All Managers • Head of HR/OD	• Increase take up of Skills for Life programme • To seek reaccredidation for the Member Charter and to develop a core programme of training • To ensure the KIE identifies the skills employees need to deliver the services and measures performance against corporate and departmental objectives and priorities	• Head of HR/OD with COMT and Union Learning Representatives • Director of Law, HR and Asset Management • All Managers	
June 2010 update:				

4. Delivering Performance Through an Effective Management Framework and Efficient Processes

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
Policy and procedure framework				
• Rolling HR Policy Review Programme • Collaboration of 5 Local Authorities to procure Merseyside Agency Workers Contract	• Head of HR/OD • Director of Finance	• To specifically review those polices so that they reflect the law and that will enable Wirral Mangers to manage in a changing context • To update recruitment and selection policies to be more inclusive such as Positive Action, Guaranteed Interviews. To update in response to the creation of the Independent Safeguarding Authority (ISA) e.g. the Vetting and Barring Scheme. • To improve attendance management information and practices, review trigger levels against performance and to align future action again trends and issues. • To ensure our redeployment, recruitment and redundancy policies are	• Head of HR/OD • Head of HR/OD • Head of HR/OD • Head of HR/OD	• Fair, efficient and effective working practices to deliver performance

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
		complimentary and enable Wirral to redeploy staff effectively		
		• To review our fixed term and agency workers position, associated policies and processes to improve efficiency and minimise our employment liability whilst ensuring that Wirral has the capacity to deliver services and manage immediate staffing issues.	• Head of HR/OD	
		• Launch Dignity at Work policy (including Employee Code of Conduct)	• Head of HR/OD	
		• Implement an Agile Working policy and provide training, advice and support to the workforce	• Head of HR/OD	
		• To review our Discipline and Capability policies and provide training, advice and support to the workforce to ensure consistent and fair application	• Head of HR/OD	
Pay and Rewards				

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
• Implementation of Harmonised terms and conditions • Pay review of all staff up to SCP34	• Head of HR/OD • Head of HR/OD	• To implement the Pay Review for senior managers SCP35 and above within budget to achieve a fair, equal and transparent pay structure	• Head of HR/OD and Chief Executive	• A rewards framework that is equality proofed and recognises non pay benefits
Management Information Systems				
• Procurement of HRMS	• Director of Law, HR and Asset Management and all Managers	• To implement the upgraded Human Resource Management System (HRMS) to improve working processes and deliver efficiencies. • To roll out the HRMS through Self-Service to maximise the benefits and efficiencies	• Director of Law, HR and Asset Management and all Managers • Director of Law, HR and Asset Management and all Managers	• Efficient management process and accurate data to plan and manage performance
Working practices				
• Continuing development of multi-disciplinary teams and partnership working	• All Chief Officers	• Implement an Agile and Flexible Working policy and provide training, advice and support to workforce • Strengthen links with external partners and	• Head of HR/OD • All Chief Officers	• Flexible working practices that deliver efficiencies

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
		explore opportunities for shared services		
Performance				
• Performance management frameworks within some departments	• Director of Corporate Services	• Developing a performance management culture • Improved delivery of KIE Process	• Corporate Improvement Group • Corporate Improvement Group	• Effective organisational and individual performance
June 2010 update:				

5. Developing our role as a good employer

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
Equality and Diversity				
• Gained Level 3 of Equality Standard for Local Government • Refreshed key equality and diversity performance indicators (2010/11) for the workforce • Pilot Positive Action (DASS) • Workforce Monitoring Policy • Raised awareness of Equality and Diversity through new online training package. Phase 1 complete	• Director of Adult Social Services and Corporate Equality Improvement Group • Head of HR/OD • Director of Adult Social Services • Head of HR/OD • Head of HR/OD	• Work towards achieving Excellent status of the Equality Framework for Local Government (EFLG) • Improve Management information and data	• Director of Adult Social Services and the Corporate Equality Improvement Group and the Equality and Diversity Co-ordinator • Head of HR/OD	• An open, accessible organisation reflective of our community
Health and Well Being				
• Mindful Employer • Occupational Health • Employee Assistance Programme (EAP) • Wirral Working for Health pilot (WW4H)	• Director of Public Health • Director of Public Health • Director of Public Health	• To encompass a more holistic approach to health and well-being by further developing a partnership approach to the Fit 4 Wirral	• Head of HR/OD and the Director of Public Health and the Health/Safety and Resilience Operations Manager	• A healthy and present workforce and community members

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
Workplace opportunities				
• Apprenticeships • Work Placements	• All Chief Officers/ Heads of Service • All Chief Officers/ Heads of Service	• To explore further workplace opportunities	• Chief Executive	• A workforce that supports work transition and trainee opportunities

June 2010 update:
• See AMF for progress report on EFLG excellent status
• Management Data
• Report on Fit4Wirral to go to Employment & Appointments Committee in June.
• Further workplace opportunities explored in relation to:
   ○ Apprenticeships: new scheme structure (see HJ).
   ○ Graduate Development Scheme report sent to COMT, attendance at Liverpool Graduate Recruitment Fair where approx 200 expressions of interest where obtained. Launch of Scheme scheduled for September 2010 with 4 graduates, programme offers a range of placements across the Council over a 2 year period.				

WIRRAL COUNCIL

EMPLOYMENT AND APPOINTMENTS COMMITTEE

17 JUNE 2010

REPORT OF THE DIRECTOR OF FINANCE

SUBSISTENCE REIMBURSEMENTS

1. **EXECUTIVE SUMMARY**

1.1 The Employment and Appointments Committee agreed the current reimbursement rates for subsistence expenditure which relates to all staff at its meeting on 15 June 2009.

1.2 In line with the agreed policy, this report brings forward proposals for the increase of the various limits in line with inflation.

2. **BACKGROUND**

2.1. As part of the 1997 Pay Settlement the previously nationally recognised "Purple Book" that contained the conditions of service for Administrative, Professional, Technical and Clerical (APT&C) staff was significantly amended. Included in the changes was provision to locally set certain allowances. The revised "Green Book" made it the responsibility of individual local authorities to set their own levels of subsistence reimbursement.

2.2. Wirral Council has established these amounts with the proviso that:

(i) these are not allowances;
(ii) this is a maximum level of re-imbursement;
(iii) the cheapest available and appropriate service should be chosen;
(iv) valid receipts must accompany claims wherever possible and reasonable.

3. **REVIEW OF SUBSISTENCE RATES**

3.1. In accordance with the agreed methodology the All Items excluding mortgage interest payments retail price index (RPI) has been used to calculate the increase in inflation. The Index has increased since last year; with the change from April 2009 to April 2010 showing an increase of 5.4% since the subsistence rates were last reviewed. I therefore recommend that they are increased by this rate.

3.2. As previously stated the amounts proposed for subsistence are the maximum rates which should be evidenced by the production of valid receipts wherever reasonably possible.

3.3. No reimbursement will be made where an officer has received a meal as part of the travel arrangements.

3.4 It is proposed to retain the policy where one item of expenditure, for example one meal, is over the maximum allowance but the overall total claim is below the aggregate daily allowance a maximum overall day rate, being the combined sum of the various allowances.

3.5 It was necessary to change Council policy regarding the "stay at friends" allowance of £25 per night which was rescinded by Her Majesty's Revenue and Customs (HMRC); where a member of staff is accommodated on a business trip by friends or family rather than incurring hotel costs. This was reported to Employment and Appointments Committee on 15 September 2009.

4. **FINANCIAL AND STAFFING IMPLICATIONS**

4.1 The reimbursements are not allowances but represent only the amount spent by officers up to the preset maximum.

5. **EQUAL OPPORTUNITY IMPLICATONS**

5.1 There are no specific implications arising from this report.

6. **HUMAN RIGHTS IMPLICATIONS**

6.1 There are none arising directly from this report.

7. **COMMUNITY SAFETY IMPLICATIONS**

7.1 There are no specific implications arising from this report.

8. **LOCAL MEMBER SUPPORT IMPLICATIONS**

8.1. There are no specific implications for any Member of Ward.

9. **LOCAL AGENDA 21 IMPLICATIONS**

9.1 There are no specific implications arising from this report.

10. **PLANNING IMPLICATIONS**

10.1 There are no specific implications arising from this report.

11. **BACKGROUND PAPERS**

11.1 None were used in the preparation of this report.

12. **RECOMMENDATIONS**

13.1 That the proposed revisions to subsistence rates be implemented from 1 July 2010.

13.2 That the Director of Finance continues to review these rates annually.

IAN COLEMAN
DIRECTOR OF FINANCE

FNCE/83/10

Table of current and proposed maximum subsistence allowances

Allowance	Current Rate	Proposed Rate from 1 July 2010
Overnight Subsistence		
• London and 'approved' conferences.	£153	£161
• Provinces	£116	£122
Day Subsistence		
• Breakfast	£7	£7
• Lunch	£10	£10
• Tea	£3	£3
• Evening Meal	£12	£13
• Total	£32	£33
24 Hour Subsistence		
• London and approved conferences	£185	£194
• Provinces	£148	£155

WIRRAL COUNCIL

EMPLOYMENT AND APPOINTMENTS COMMITTEE – 17 June 2010

REPORT OF THE DIRECTOR OF HR/LAW/ASSETS

IMPROVEMENTS TO KEY ISSUES EXCHANGE (KIE) 2010 /11

1. **Executive Summary**

   The purpose of the report is to provide The Employment and Appointments Committee, at their request, with an update on the Key Issues Exchange (KIE) and the proposals for improvement over the next three years. As part of the proposal the report includes an update on the skills audit tool with the plans to roll out, incorporated with the KIE process.

2. **Key Issues Exchange - Current Position**

   The current KIE process was introduced in 2001. The purpose of the KIE is to agree objectives for an employee, share feedback on performance and to identify a development plan. The KIE cascades the Corporate Objectives, identified in the Corporate Plan, through Departmental Plans and into individual objectives: "the golden thread". Each employee should have an exchange with their manager each year, followed by a review after six months. The KIE process has delivered well for Wirral. It has been an essential part of the Leadership process, involving employees in our improvements so far. Many employees are able to point to how is has supported their development, helping them and their service to improve.

   However, as it has developed over the years the process has grown, and feedback from managers and employees indicate that it has become overly long and that a review was required. It has also been challenging to deliver in some areas where there are large numbers of dispersed employees and this needs to be addressed.

   The Investors in People (IiP) review in 2009 also highlighted further improvements in the KIE as part of our continuous improvement. Comments made by the external assessor included a number of suggestions;

   - The need to provide more consistency
   - To ensure that all employees are included in the process
   - The need to apply the six monthly review on a more structured basis
   - To better monitor the delivery of KIEs to keep up the momentum.

- Managers and leaders need ongoing support in how to use the KIE to positively encourage people to embrace change to meet the aims of the organisation.

3. Plan for Development and Improvement

To improve and build upon the current KIE process the plan includes;

- A restating of the critical importance of the KIE and what it is there to deliver. This will form the basis of future communication and commitment from the top.
- An updating of the KIE documentation to rationalise the process whilst increasing the focus on performance management and outcomes.
- A migration to an on- line process.
- Further training and development for managers and employees.
- An improved monitoring process for application, quality and alignment of objectives.

4. The Purpose and Value of the KIE Process

4.1 An Agreed Purpose

KIE is a leadership process which enables people to understand what is expected of them in their role, how they contribute to strategic objectives and what support they need to deliver it. It is the link between strategic outcomes, plans, and operational delivery through people.

4.2 Agreed Objectives

- To have in place a formal process for employee engagement at line manager level to ensure employees' contribution in delivering the organisations objectives are recognised and valued.
- To embed a performance management culture that enables all employees to deliver their best against agreed objectives.
- That all employees have an opportunity to discuss and shape objectives with their manager and know what is expected of them.
- That all employees receive feedback on their performance in order to improve and to recognise and celebrate success.
- That all employees are supported to deliver their objectives through communication, development and learning.
- That the organisation has aligned objectives from the Corporate and Community plans, that cascade through strategic, service and individual plans.

5. The Improved Process

5.1   KIE Documentation

The KIE documentation has been updated and attached as per appendix 1. The documentation reflects the feedback from managers and employees and has been discussed with employees and trade unions. The documentation will meet the current need for the majority of managers who use a paper based approach. In parallel to this an e- enabled system is being rolled out, along with a Skills Audit Tool, referred to later in the report. The e-enabled system will use the same format as the paper-based approach. With the roll out of the Skills Audit technology and the new HR/payroll system, the process will, over time, become e- enabled.

5.2   Delivering to Large Numbers of Dispersed Employees

The new documentation is designed for use with large groups of dispersed employees delivering similar roles. Often for these groups of employees a group KIE can be delivered via team meetings to agree objectives for the service, what it means for the individual and how they all contribute to outcomes for people.

To realise the value of the discussions between a group of employees, a follow up, one to one discussion should be held to identify any further skills requirements or support needed, with opportunities for feedback.

6.   Communication and Training

6.1   Management training to deliver the improvements is key to its success. The training is now delivered on a consistent basis across the organisation with one training package, reflecting the aims & objectives of the KIE process identified in this report

6.2   Training delivered this year has included;

KIE refresher training:
Sessions held: 26
Numbers of people attended: 228

KIE online:
Sessions held: 14
Numbers of people attended: 200

Guidelines for managers and employees to use prior to and during the KIE is also available on the intranet.

6.3   Communication

A team brief was cascaded across the organisation in April 2010. This restated the objectives, purpose and value of the KIE, and made clear the expectations of all managers and employees.

6.4   Specific Support for those Employees using the e- enabled Process

Specific training is being delivered on an ongoing basis to staff using the e-enabled system. Employees within HR teams have been trained to develop the electronic system and to generate reports.   In addition employees requiring IT assistance to operate the electronic system are offered training.

7.   Improve the Monitoring Process.

Monitoring the KIE process has been challenging. The e-enabled process allows for immediate monitoring of completed KIE. For those managers/ employees delivering the KIE using the paper based approach, we are reliant upon the forwarding of information. All managers and employees will be asked to inform their HR/OD Teams when KIEs have taken place. As the e-enabled process rolls out, the data relating to take up will improve. This will be further supported through integration with the new HR/Payroll system, which will form part of a suite of performance management information available across the organisation.

The data at the moment is measuring the up take of KIE by numbers. The quality of the KIE process is clearly also a priority. Initial feedback from employees and feedback from the IiP assessment, has informed the changes already in place. Qualitative feedback will be sought through focus groups and capturing views via current training activities.

8.   The Six-month Review.

Further improvements need to be made to strengthen the six month review. The purpose and value of the review has been included in the training. Further consideration is being given to the format of the review. The purpose is to check progress against objectives, ensure that feedback about performance is timely and to give the opportunity for employee feedback.

9.   Skills Audit Tool - Current Position

9.1   Background

In July 2008 Cabinet approved the purchase of the Skills Audit Tool from Jobs Go Public. This tool and the on–line facility has been adapted so that KIEs can be delivered on– line, at the same time as completing a skills audit.

9.2 The Purpose of the Skills Audits

The organisation currently holds a limited amount of skills data relating to employees competency levels in a range of inconsistent formats which is hard to gather. The skills audit directly supports The National Skills Pledge to improve the accredited skills level of the workforce by enabling us to measure and benchmark skills levels.

Skills audits will support workforce planning, as knowledge of our skills base will enable us to better highlight future skills gaps. As part of our approach to reshaping the workforce it will also enable us to identify groups of employees with required skills levels, and to target re-training more effectively.

The skills audits also cover Wirral's leadership and organisational behaviours, strengthening the opportunity for feedback and development with these as a base.

9.3 The Benefits of an on- line Skills Audit

The benefits on an e-enabled system, combined with the skills audit have been confirmed through the initial stages of the roll out. The benefits are highlighted below;

- A speedy process that reduces manager/ employee time collating information and increased levels of accuracy.
- The skills audit tool captures skills, competencies and qualifications in a single place and enables learning and development opportunities to be accessed.
- Individuals can retrieve all learning and development opportunities available and track the authorisation process.
- Information on all employees' current skills profiles will be available and can be cross referenced against future needs.
- Competency levels can be cross referenced against the requirement of the post, and learning and development activities can be identified to support increased levels of competency.

10. **Longer Term Improvements**

The following Improvements have been programmed to deliver over the next three years;

1. Access to the e-enabled system for all employees.
2. Improved monitoring, both quantitative and qualitative.
3. To strengthen the feedback process using tools such as 360 degree feedback
4. To link with improved, coordinated organisational training requirements

5. To continue to strengthen and embed the process, aligning it to organisational change and improved performance management.

11. Recommendations

The Employment and Appointments Committee is asked to note the improvements to and progress in delivering the KIE process across the organisation and to comment on the proposals detailed in the report.

KEY ISSUES EXCHANGE / REVIEW

EMPLOYEE NAME:	MANAGER NAME:
BRANCH/DIVISION:	DATE OF LAST REVIEW UNDERTAKEN:
SECTION/TEAM:	DATE OF CURRENT KEY ISSUES EXCHANGE:
PAYROLL NUMBER:	DATE PLANNED FOR NEXT 6 MONTH REVIEW:
JOB TITLE:	

Note for Managers: Please ensure you advise your HR section when you have undertaken Key Issues Exchange meetings with your employees by sending a copy when completed to your Departmental HR team.

This information is reported upon and supports effective workforce planning and development.

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Section 1: Looking Back to 2009 / 2010

The last 12 months - add comments against each area, try to be specific and give examples.

What were your objectives last year? How were they achieved?	What went well / what did you achieve?	What did not go well / what did you not achieve? What did you learn from this?	What learning opportunities did you undertake and how did they help you meet your objectives?	What can we share and celebrate?

Section 2: Looking Forward to 2010/ 2011

Key Objectives for the next 12 months (additional sheets can be inserted if required)

Obj Ref	Objective What needs to be achieved (be SMART) Specific – Measurable – Achievable – Relevant - Timebound	How will you know when the objective has been achieved?	When must it be done by?	Support What's needed to complete the actions, including any support	Strategic Objective Enter the relevant number (see below)	Corporate Behaviour Enter those needed to deliver objectives

Strategic Objectives:
To create more jobs, achieve a prosperous economy and regenerate Wirral.
To create a clean, safe and sustainable environment.
To improve health and wellbeing for all, ensuring people who require support are full participants in mainstream society
To raise the aspirations of young people
Create an excellent Council

Section 3: You
Personal Development Plan (include all essential training needs i.e. legislative or role specific)

Essential Training	Received	Required	Information Checklist	Yes
HR Policies & Procedures	K	K	Annual Conflict of Interest Declaration Form Signed	K
Attendance Management	K	K	ICT Security Policy Read and Understood	K
Health & Safety	K	K	Core communications received (One Council, Team Meetings etc)	K
Equality & Diversity	K	K		K
Induction (New Employees)	K	K	Equal Opportunities Monitoring Information up-to-date	K
			Wirral Behaviours (H & S)	K

What is the highest level of qualification you hold and is it required in current role?	
What skills, knowledge and abilities do you have that are not utilised in current role but could benefit the organisation?	
Do you have basic level numeracy, literacy and IT skills? If yes when were these last assessed? If no would you like an assessment?	

Obj Ref	What learning is required to help you achieve your objectives?	What are your learning objectives?	How will this learning be met? e.g. coaching, shadowing, training

Formal requests for training should be submitted to your departmental training co-ordinator using an authorised Training Request form. A copy is available by clicking on this link: http://10.107.1.50/Personnel/Forms/TA1.doc on the intranet.

Signed (Employee):   Signed (Manager):

WIRRAL COUNCIL

EMPLOYMENT AND APPOINTMENTS COMMITTEE – 17 JUNE 2010

REPORT OF THE DIRECTOR OF LAW, HR AND ASSET MANAGEMENT

WORKFORCE MONITORING REPORT 2009/10

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1. Executive Summary

1.1 This report contains a summary of the monitoring and analysis of the Council's workforce for 2009/10 (1st April 2009 to 31st March 2010) and the proposed outcomes and actions to be taken as a result. The Summary Report (Appendix B) and Statistical Data Tables (Appendices C to J) fulfils the Council's specific employment duties in relation to employment for race, gender and disability.

1.2 The format of the report has been developed over the reporting period 2009/10. This report is inclusive of the fourth quarter report and has been developed to show comparative data with the analysis of trends with the out-turn position 2009/10.

2. Background

2.1 The Council's Race Equality Scheme summarised our approach to race equality and set out our arrangements for consulting, monitoring, reporting and publishing information. As part of the process of reviewing and examining the information, it had previously been agreed at Committee that a report was to be brought to this Committee on a quarterly basis.

As members will be aware, the Council's Race Equality Scheme, Disability Equality Scheme and Gender Equality Scheme have all been replaced by a new Single Equality Scheme (approved by Cabinet, 3 June 2009). However, the Council is still obliged to fulfil the general and specific duties placed on public authorities to promote equality and prevent unlawful discrimination specifically in relation to race, gender and disability.

The Equality Watch Scheme is the Council's corporate single equality scheme, which includes an action plan for the period April 2009 to March 2012, and aims to mainstream all six equality strands in employment and service delivery: gender (including transgender), disability, race, sexual orientation, age and religion or belief.

The Equality Watch Scheme is critical to the delivery of the Council's aim to improve accountability, accessibility and openness and involve those who use the Council's services in their design and delivery, which is aligned to the strategic objective to create an excellent council.

2.2 Workforce Monitoring Arrangements - Employment Duty

For organisations with more than 150 full time staff there are specific duties in relation to employment. Monitoring by racial group, disability and gender must be undertaken in regards to the numbers of staff, under the following employment aspects:

The number of staff/individuals who;
- Apply for employment
- End their service with the Authority/ Cease employment with the Authority
- Are in post
- Are involved in grievances
- Are subjected to disciplinary action
- Receive training
- Benefit or suffer from performance appraisals

Arrangements are in place to collect the required information to fulfil the employment duty. The summary of the monitoring and analysis of the Council's workforce for all of 2009/10 (1st April 2009 to 31st March 2010) and the proposed outcomes and actions to be taken as a result are shown in Appendix A.

The purpose of the Quarterly report is to inform the Employment & Appointments Committee of the Council's performance in meeting the specific employment duties of the former Equality Schemes for Race, Disability and Gender which have now been replaced by the corporate single equality scheme (Equality Watch Scheme).

The workforce monitoring reports and summary do not include Schools. More detailed statistical breakdowns are published on the Council's Intranet.

2.3 Employee Data

At present the Council maintains, monitors and publishes employee data in relation to the following:
- Employment Status (Permanent Full-Time, Permanent Part-Time, Permanent Job Share, Temporary Employees and Modern Apprentices)
- Length of Local Government Service
- Age
- Ethnic Origin
- Sexual Orientation
- Gender
- Transgender
- Disability
- Religion or Belief
- Country of Birth
- Nationality
- Starters
- Leavers and the reasons for leaving

3 Current Position and Achievements 2009/10

Workforce monitoring and analysis enables us to gain an accurate picture of the existing workforce and identify any potential inequalities and propose action to be taken if necessary. The purpose is to ensure that every employee has the same access to training, promotion and other opportunities whilst also complying with the current legislation in relation to race, disability and gender.

To enable effective monitoring and analysis to take place Human Resources and Organisational Development have undertaken the following activities over the last 12 months:

- Undertaken a number of data capture exercises across the workforce. Progress is evidenced in the Summary Report at Appendix B and in Post Appendix G
- Surveyed 70% of the workforce in relation to the newer equality strand questions
- Published Quarterly Workforce Monitoring Statistics (Intranet – HR Handbook).
- Workforce Monitoring Policy developed and implemented (September)
- Published the Equality & Diversity Monitoring Form (ESLG1) and the Workforce Monitoring – Core Equality & Diversity Questions and Definitions to encourage self-declaration and provide further clarification and detail on the questions and definitions.
- Transgender Policy developed with TransWirral, formally launched and implemented (September)

All of the above activities contributed to the Council's achievement of Level 3 of the Equality Standard for Local Government (ESLG) which has now been translated to 'Achieving' status of the new Equality Framework for Local Government (EFLG).

4   **Proposed Actions**

The Summary of Monitoring and Analysis of the Workforce Quarterly reports provide a framework against which the Council may visibly measure its performance regularly and take appropriate actions.

The key outcomes and subsequent actions are proposed in the Summary Report (Appendix B). More detailed analysis is required in some areas such as recruitment, leavers and grievance.

This report will be shared with members of the Human Resources Strategy Group, Corporate Equality Cohesion Group, Departmental Equality Groups, Employee Diversity Forums and Chief Officer Equality Champions to take forward the actions identified.

A sub-group of the Corporate Equality and Cohesion Group has already been established and they have been tasked with discussing the workforce statistics and looking at them in more detail with a view to developing more opportunities for under-represented groups via various initiatives linked to the Workforce Development Plan. An update on the group's progress will be reported to a future meeting.

Members should also be aware that the Equality Bill completed its final passage through Parliament on 6 April 2010 and will now become law. Once the Bill receives Royal Assent it will formally become an Act and be introduced to the statute book. The provisions will begin to take effect from October 2010. The provisions of the Bill

and the potential impact on the Council are currently being looked at and will be reported to members at a future meeting.

5.   Financial implications

5.1   There are none arising from this report.

6.   Staffing implications

6.1   There are none arising from this report.

7.   Equal Opportunities implications

7.1   By undertaking monitoring and analysis of workforce data this enables the Council to fulfil the specific duties in relation to employment for race, disability and gender. The Council also monitors and analyses age, transgender, sexual orientation and religion or belief and has put plans in place to report on this data. This will assist with ensuring that the Council is promoting equality and diversity and is taking all necessary steps to prevent the possibility of unlawful discrimination.

8.   Community Safety implications

8.1   There are none arising from this report.

9.   Local Agenda 21 implications

9.1   There are none arising from this report.

10.   Planning implications

10.1   There are none arising from this report.

11.   Anti-poverty implications

11.1   There are none arising from this report.

12.   Human Rights implications

12.1   The Human Rights Act 1998 provides that no public authority may breach a person's human rights as provided in the European Convention on Human Rights and Fundamental Freedoms ("the Convention). The Convention protects key freedoms including the right to respect for a persons private and family life, their home and correspondence, freedom of thought, conscience, expression and religion and the right of freedom of assembly and to found and be a member of a trade union, amongst others. Article 14 of the Convention provides that no person should be discriminated against on any grounds in relation to their rights under the Convention.

The Council's Equality Watch Scheme aims to ensure that people who work for the Council or use its services are not discriminated against in their work or in their access to those services.

13. **Social Inclusion implications**

13.1 There are none arising from this report.

14. **Local Member Support implications**

14.1 There are none arising from this report.

15. **Background Papers**

15.1 The following documents were used in the preparation of this report.
- Workforce Planning Statistics (Excluding Schools) 2009/10 (V3.1)
- Recruitment Analysis Statistics (Excluding Teachers) 2009/10
- Disciplinary and Grievance Statistics (Excluding Schools) 2009/10
- Training Statistics (Excluding Schools) 2009/10

16. **Recommendations**

16.1 That members note the requirement for the Authority to comply with specific employment duties and report upon them has been fulfilled.

16.2 That members note the findings of the Summary Report 2009/10 and approve the proposed actions.

16.3 That progress is reported to a future meeting during 2010/11

Bill Norman
Director of Law, HR and Asset Management

Index of Appendices

1   Summary of Monitoring and Analysis of the Workforce 2009/10 (1st April 2009 to 31st March 2010)

1.1   The comparative data tables and charts referenced within this summary report are attached as Appendices C to J. This report gives a summary of the data analysis, trends identified for and proposed actions for each category.

A summary of the workforce statistics for 2009/10 excluding schools is as follows:

2   Recruitment/Apply for Appointment (Appendices C and D)

2.1   The Recruitment Analysis table (Appendix C) shows the total number of applicants at each Recruitment stage: Applied, Shortlisted and Appointed for each quarter of 2009/10. The data is then further disaggregated by Gender, Disability and Ethnic Origin. This is based on all appointments to externally advertised posts only.

The baseline for calculation of percentages is always the number of applicants for each category.

2.2   **Trends**
The success rates of each category can be compared by looking at the Comparison of Shortlisting and Appointment Rates 2009/10 Chart (Appendix C).

2.2.1   **Shortlisted** - The data analysis has identified that during 2009/10 when compared to the norm (19.53%), female (20.99%), disabled (49.32%) and non-white ethnic background (32.19%) applicants were more likely to be short listed. Male (17.34%) and white ethnic background (18.34%) applicants were less likely to be short listed.

2.2.2   **Appointed** - The data analysis has identified that during 2009/10 female (5.00%) or disabled (4.42%) applicants were more likely to be appointed. Applicants from a white ethnic background (4.34%) were slightly above the norm (4.26%) and applicants from a non-white ethnic background (3.44%) and males (3.17%) were below the norm (4.26%).

The success rate of disabled applicants is marginally above the norm. The high percentage of shortlisted disabled applicants is due in the main to the Council's guaranteed interview policy. This policy guarantees that a disabled applicant who meets the essential criteria is shortlisted and is interviewed.

The most significant trend is that whilst non-white ethnic background applicants have a greater chance of being short listed they appear to be less successful at interview stage.

2.3   **Action**
The lower rate of success of applicants from a non-white ethnic background moving from short listed to appointed needs to be further investigated and appropriate action implemented.

3   Leavers (Appendices E and F)

3.1   The Leaver Analysis (Appendix E) shows the number of leavers for each quarter of 2009/10 disaggregated by Gender, Disability and Ethnic Origin.

It should be noted that the 2009/10 out-turn is based upon a Workforce Average (no. of employees) for the year which is calculated by adding up the quarterly workforce figures and dividing the total figure by 4. Therefore, the total Workforce Average for 2009/10 is 5,990.

3.2   **Trends**
The rate of employees leaving by category can be compared by looking at the Percentage of Leavers by Category 2009/10 Chart (Appendix F).

The data analysis has identified that during 2009/10 the highest percentage of leavers were female (8.75%) or disabled (14.44%) or from ethnic minority backgrounds (12.79%).

Whilst the number of females is higher than males it is recognised that significantly more females are employed in temporary positions such as through the Council's Ready to Work Register where the turnover is obviously higher because they are short-term contracts.

There is also an expectation that the rate of females leaving the organisation would be marginally higher than males as they will leave for maternity reasons and also traditionally tend to assume the role of primary carer.

3.3   **Action**
Further analysis of the reasons why people leave the Council is required, particularly in relation to the groups identified to have a higher rate than the workforce average. Reasons for leaving are currently recorded against an employee on the HR Management/Payroll System, however, these reasons are based upon categories used for pay and pension purposes only, for example, retirement, resignation etc. It does not give the specific detail of why an employee has resigned, for example, caring responsibilities, career change, being bullied or harassed, better career prospects.

This level of detail should be captured during the Leaver Interview process. Work is in progress to improve the :Leaver Interview Policy and Procedure to ensure that this data can be captured more efficiently in the future. This will allow us to monitor and analyse the reasons why people leave the organisation more effectively and take action to improve organisational practices where appropriate.

The Council has Work-Life Balance Policies in place which are open to all employees. The monitoring and analysis of both Work-Life Balance Applications and Leaver Interviews will enable us to ensure that the Work-Life Balance Policies are working effectively and that they support retention rates.

4   Employees In Post (Appendices G and H)

4.1   The In Post Analysis (Excluding Schools) 2009/10 Table shown in Appendix G shows the number of employees in the workforce disaggregated by employment status, gender, disability, ethnic origin, age, sexual orientation, transgender, religion or belief and length of service.

It should be noted that the percentages for proportions of the workforce will differ from the Council's Performance Indicators because they are calculated differently. This is to ensure consistency throughout the Summary Report Tables. This report shows the numbers of employees who have not declared their status or where information is not available and these figures are included in the calculation of percentages whereas in the Performance Indicators they are not.

4.2   **Trends – Diversity of the Workforce**

4.2.1   **Employment Status** – shows the five main contracts that individual's are employed on. The numbers have remained relatively consistent throughout the year.
The majority of employees are employed on full-time contracts, followed by part-time contracts.

4.2.2   **Gender** – there is a higher proportion of females, which is attributable to the nature of the work provided by the Authority and the different employment contracts available, for example, part-time and job-share. The number of females remains consistent throughout the year.

4.2.3   **Disability** – the number of employees declaring a disability shows a slight decrease. However, this remains consistent throughout the year in proportion to the total workforce figure. It is acknowledged that only around 75% of the workforce have made a declaration in relation to disability. Approximately 25% have chosen not to tell us.

4.2.4   **Ethnic Origin** – the number of employees declaring they are from a white ethnic origin represents 84.30% of the total workforce, 1.82% are from a non-white ethnic origin and 13.34% have chosen not to declare.

4.2.5   **Age** – over half of the workforce is aged between 40-49 (32.15%) or 55-63 (21.35%). The number of employees aged between 16-19 and 20-29 is low at 10.78%. It has already been recognised that the Authority has an ageing workforce but this is a reflection of an ageing population both regionally and nationally. Initiatives have been identified within the Council's within the Council's Corporate Workforce Plan.
The number of employees aged 65 plus (2.46%) is due to the Council's retirement policy and current legislation around retirement age.

4.2.6   **Sexual Orientation** – the majority of those making a declaration are heterosexual (37.59%). A small population of the workforce have declared that they are Gay (0.32%) or Bisexual (0.10%). 31.93% of the workforce have not been surveyed yet. However, of those surveyed 30.06% have chosen not to declare which is a significant proportion of the workforce.

4.2.7   **Transgender** - the number of employees whose gender is the same as at birth is 40.37%, Gender changed since birth is 0.25% but the original phrasing of this question was changed during the survey process due to feedback on ambiguous wording. 27.62% of the workforce did not wish to declare and 31.76% are still to be

surveyed. Human Resources & Organisational Development together with TransWirral developed, launched and implemented a Transgender Policy in 2009 and it is hoped that this will demonstrate the Council's commitment to transgender issues particularly in relation to supporting employees.

4.2.8 **Religion or Belief** – 35.74% of the workforce have declared a religion or belief, 4.73% do not have a religion or belief, 27.65% have chosen not to declare and 31.88% of the workforce have not been surveyed yet. The majority of the workforce are Christian 31.58% (including Church of England, Catholic, Protestant and all other denominations).

4.2.9 **Length of service** – Most of the workforce have served 5-9 years (21.5%) closely followed by 1-4 years service (19.65%). 14.78% have served for 20-23 years.

4.2.10 **Equality Strands**
The Chart: Minority Groups as a Percentage of the Workforce can be compared in Appendix G.
Whilst approximately 30% of the workforce are still to be surveyed in relation to the newer strands the numbers have remained fairly consistent over the year.

4.3 **Actions**
Some data gaps have been identified as an omission not in the data capture process but in the recording process and this has been rectified. The regular monitoring of data assisted greatly with identifying this problem both timely and effectively.

Survey the 30% of employees who have not yet been asked the questions in relation to the newer strands.

The number of 'non-declarations' needs to be reduced where possible as this affects the effectiveness and accuracy of analysis. Whilst it is acknowledged that some individuals do not wish to declare some personal information it is important that if they do that they feel comfortable and have confidence in both how data is used and assists with effective monitoring and analysis which is beneficial to the workforce and the Council.

In the current economic climate and the unlikelihood of large numbers of people from the community being recruited at present, the make up of the workforce is unlikely to significantly change. Movement is more likely to occur within the workforce and therefore, the focus will be on how development opportunities can be improved for minority groups of existing employees.

5 Employee Interactions:

5.1 The following data has been categorised under 'Employee Interactions'. We have detailed the numbers of discipline and grievance in the workplace and we have also analysed against the employees background as presented in the report. The previous data provides information about the diverse nature of the workforce. This information, though is about procedural or developmental interaction with our employees.

5.2 Grievance (Appendices I and J)

5.2.1 It has been acknowledged that the number of grievances has been under-reported previously, however, work has been undertaken to improve the method and accuracy of reporting.

Therefore, the grievance figures presented in Appendix I are replacement figures for the previously reported 3 quarters and are a more accurate reflection of reported activity over the last 12 months.

The number of grievances reported are the number of cases that have been resolved/closed during that quarter.

It should be noted that the 2009/10 out-turn is based upon a Workforce Average (no. of employees) for the year which is calculated by adding up the quarterly workforce figures and dividing the total figure by 4. Therefore, the total Workforce Average for 2009/10 is 5,990.

The group percentages are the proportion of the group within the workforce.

5.2.2 **Trends**
The category of employees who have raised grievances and had them resolved can be compared by looking at the Grievance as a Percentage of Group 2009/10 Chart (Appendix J).

On average, 0.50% of the total workforce have raised a grievance during 2009/10. Based upon the breakdown of data, grievances are more likely to be raised by female, disabled or non-white ethnic minority employees. Due to smaller numbers of employees in specific groups the percentage affect may be disproportionate.

5.2.3 **Action**
Further analysis of the issues and trends behind grievances is required, particularly in relation to the categories identified.

5.3   Disciplinary (Appendices I and J)

5.3.1 The number of disciplines reported are the number of cases that have been resolved/closed during each quarter (Appendix I).

It should be noted that the 2009/10 out-turn is based upon a Workforce Average (no. of employees) for the year which is calculated by adding up the quarterly workforce figures and dividing the total figure by 4. Therefore, the total Workforce Average for 2009/10 is 5,990.

The group percentages are the proportion of the group declared within the workforce.

5.3.2 **Trends**
The category of employees who have been through the disciplinary process can be compared by looking at the Discipline as a Percentage of Group 2009/10 Chart (Appendix J).

On average, 0.38% of the total workforce have been disciplined during 2009/10. Based upon the b

5.3.3 **Action**
Continue work to ensure that recording of disciplinary cases is accurate and timely.

5.4 Training (Appendix I)

5.4.1 The number of training attendances are the number of employees who have received a method of training during each quarter (Appendix I).

The group percentages are the proportion of the group declared within the workforce.

It should be noted that the 2009/10 out-turn is based upon a Workforce Average (no. of employees) for the year which is calculated by adding up the quarterly workforce figures and dividing the total figure by 4. Therefore, the total Workforce Average for 2009/10 is 5,990.
The Attend rate is the average number of training 'days' per person.

5.4.2 **Trends**
The data shows that employees are more likely to apply for and receive training if female or disabled. It is less likely if they are male or from a non-white ethnic origin.

5.4.3 **Action**
Look at the reasons why male or non-white ethnic origin employees are less likely to apply and receive and ensure there are no discriminatory practices. Undertake work to promote these activities to these specific groups.

5.5 Key Issues Exchange (KIE)

5.5.1 It has been acknowledged that the number of Key Issues Exchanges has been under-reported previously and the data has not been disaggregated by each category. The monitoring and reporting of Key Issue Exchange is currently under review and is the subject of a separate report to the Employment and Appointments Committee. Therefore, the data table has been removed from the Employee Interaction Table (Appendix I) and trends have not been identified.

6 Key Outcomes and Actions – 2009/10

6.1 Based upon the outcomes of 2009/10 the Authority proposes to take the following action:

6.1.2 **Recruitment**
The lower rate of success of applicants from a non-white ethnic background moving from short listed to appointed needs to be further investigated and appropriate action implemented (2.3).

6.1.3 **Leavers**
To review the Leaver Interview Policy and Procedure and improve the data capture, recording, monitoring and analysis (3.3).

Monitor and analyse Work-Life Balance Applications to ensure that the Work-Life Balance Policies are working effectively and support retention rates (3.3).

6.1.4 Employees In Post

Close data gaps specifically 30% of workforce not surveyed yet in relation to the newer equality strands; sexual orientation, transgender, religion or belief (4.3).

Work to reduce the number of employees not declaring their status (4.3).

Look at how development opportunities can be improved for minority groups of existing employees (4.3).

6.1.5 Grievance

Further analysis of the grievances is required to identify trends and issues arising. To identify appropriate action where necessary (5.2.3).

6.1.6 Discipline

To continue work to ensure that recording of disciplinary cases is accurate and timely. To identify any trends and issues arising with appropriate action (5.3.3).

6.1.7 Training

Look at the reasons why male or non-white ethnic origin employees are less likely to access training. Undertake work to promote these activities to these specific groups (5.4.3).

6.1.8 Key Issue Exchange

Improve Key Issue Exchange data capture, monitoring and analysis following a approval of separate report (5.5.1).

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Recruitment Analysis 2009-10 (Advertised Posts Excluding Teachers) — Appendix C

2009-10		Quarter 1			Quarter 2			Quarter 3			Quarter 4			2009/10 Outturn		
		No.	% of Applied	Norm	No.	% of Applied	Norm	No.	% of Applied	Norm	No.	% of Applied	Norm	No.	% of Applied	Norm
All Applicants	Applied	2,030			2,413			1,756			581			6,780		
	Shortlisted	445	21.92%	21.92%	360	14.92%	14.92%	326	18.56%	18.56%	193	33.22%	33.22%	1,324	19.53%	19.53%
	Appointed	94	4.63%	4.63%	79	3.27%	3.27%	59	3.36%	3.36%	57	9.81%	9.81%	289	4.26%	4.26%
Male	Applied	779			992			622			324			2,717		
	Shortlisted	155	19.90%	21.92%	136	13.71%	14.92%	111	17.85%	18.56%	69	21.30%	33.22%	471	17.34%	19.53%
	Appointed	28	3.59%	4.63%	21	2.12%	3.27%	17	2.73%	3.36%	20	6.17%	9.81%	86	3.17%	4.26%
Female	Applied	1,251			1,421			1,134			257			4,063		
	Shortlisted	290	23.18%	21.92%	224	15.76%	14.92%	215	18.96%	18.56%	124	48.25%	33.22%	853	20.99%	19.53%
	Appointed	66	5.28%	4.63%	58	4.08%	3.27%	42	3.70%	3.36%	37	14.40%	9.81%	203	5.00%	4.26%
Disabled	Applied	91			112			67			24			294		
	Shortlisted	40	43.96%	21.92%	52	46.43%	14.92%	41	61.19%	18.56%	12	50.00%	33.22%	145	49.32%	19.53%
	Appointed	5	5.49%	4.63%	2	1.79%	3.27%	5	7.46%	3.36%	1	4.17%	9.81%	13	4.42%	4.26%
Non-White	Applied	183			191			165			42			581		
	Shortlisted	50	27.32%	21.92%	64	33.51%	14.92%	55	33.33%	18.56%	18	42.86%	33.22%	187	32.19%	19.53%
	Appointed	7	3.83%	4.63%	5	2.62%	3.27%	6	3.64%	3.36%	2	4.76%	9.81%	20	3.44%	4.26%
White	Applied	1,847			2,222			1,591			539			6,199		
	Shortlisted	395	21.39%	21.92%	296	13.32%	14.92%	271	17.03%	18.56%	175	32.47%	33.22%	1,137	18.34%	19.53%
	Appointed	87	4.71%	4.63%	74	3.33%	3.27%	53	3.33%	3.36%	55	10.20%	9.81%	269	4.34%	4.26%

Comparison of Shortlisting and Appointment rate 2009-10 Appendix D

Shortlisted Rate 2009-10
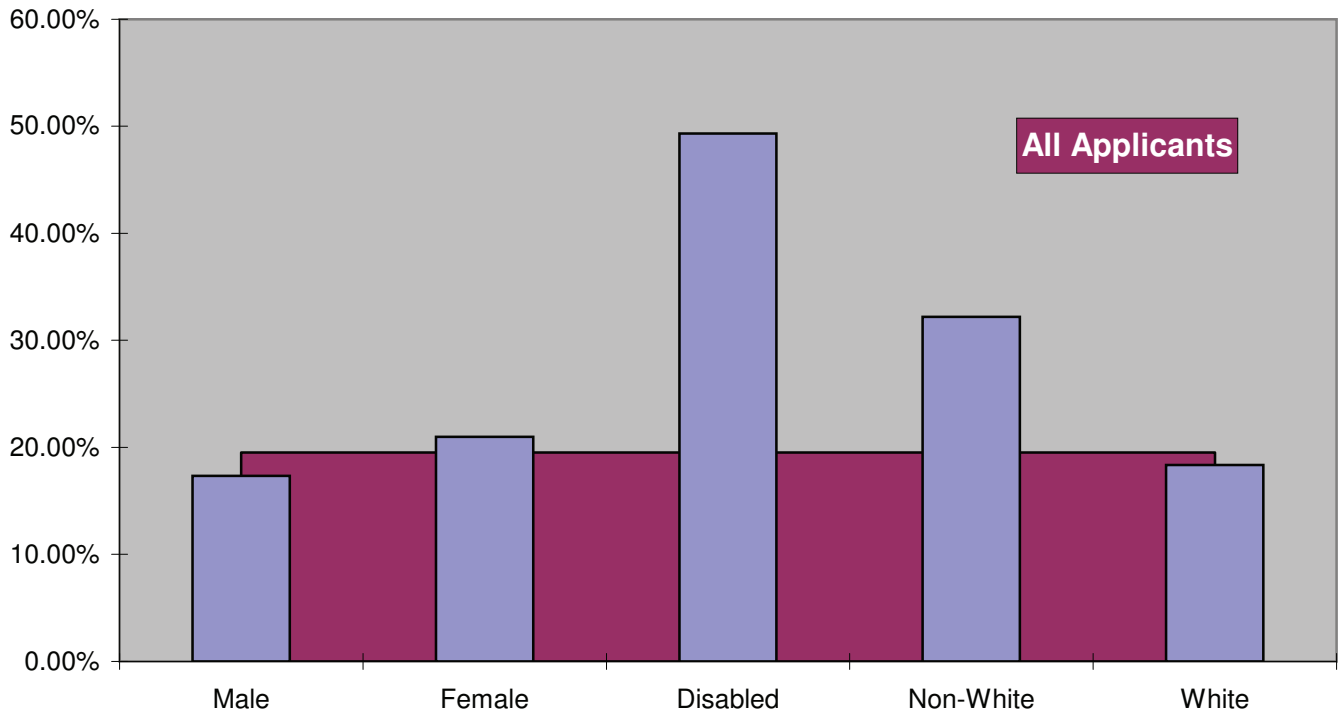
Successful Appointment Rate 2009-10
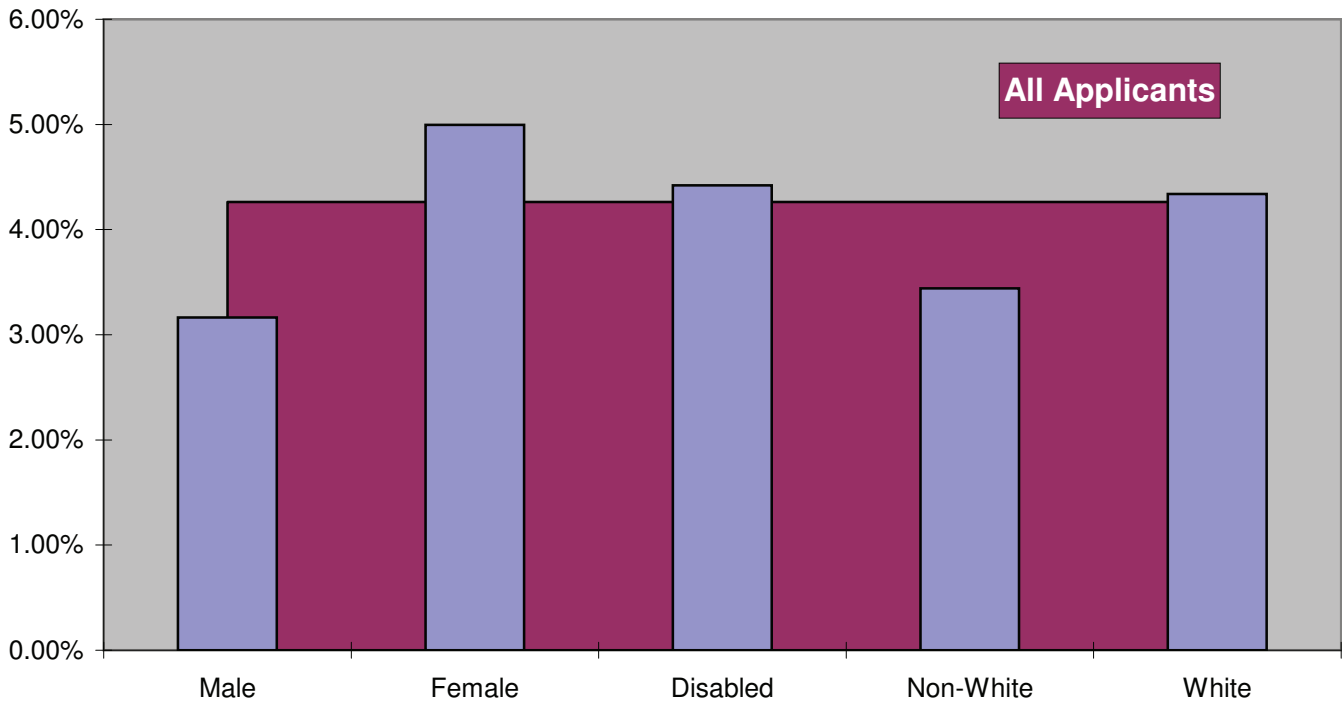
Leaver Analysis 2009-10 (Excluding Schools)

2009-10		Quarter 1			Quarter 2			Quarter 3			Quarter 4			2009/10 Outturn		
		No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce (Average)	%
Gender	Male	32	1,918	1.67%	21	1,928	1.09%	27	1,928	1.40%	42	1,909	2.20%	122	1,921	6.35%
	Female	102	4,103	2.49%	91	4,083	2.23%	78	4,063	1.92%	85	4,026	2.11%	356	4,069	8.75%
	Total	134	6,021	2.23%	112	6,011	1.86%	105	5,991	1.75%	127	5,935	2.14%	478	5,990	7.98%
Disability	Not Disabled	104	4,245	2.45%	80	4,258	1.88%	77	4,252	1.81%	79	4,228	1.87%	340	4,246	8.01%
	Disabled	6	192	3.13%	7	186	3.76%	3	188	1.60%	11	182	6.04%	27	187	14.44%
	Not Declared	12	1,557	0.77%	24	1,535	1.56%	25	1,515	1.65%	36	1,480	2.43%	97	1,522	6.37%
	Not Available	12	27	44.44%	1	32	3.13%	0	36	0.00%	1	45	2.22%	14	35	40.00%
	Total	134	6,021	2.23%	112	6,011	1.86%	105	5,991	1.75%	127	5,935	2.14%	478	5,990	7.98%
Ethnicity	White	122	5,057	2.41%	94	5,059	1.86%	83	5,049	1.64%	106	5,003	2.12%	405	5,042	8.03%
	Non-White	3	110	2.73%	3	110	2.73%	4	110	3.64%	4	108	3.70%	14	110	12.79%
	Not Declared	6	834	0.72%	15	820	1.83%	18	807	2.23%	17	792	2.15%	56	813	6.89%
	Not Available	3	20	15.00%	0	22	0.00%	0	25	0.00%	0	32	0.00%	3	25	12.12%
	Total	134	6,021	2.23%	112	6,011	1.86%	105	5,991	1.75%	127	5,935	2.14%	478	5,990	7.98%

% of Leavers by Category 2009-10
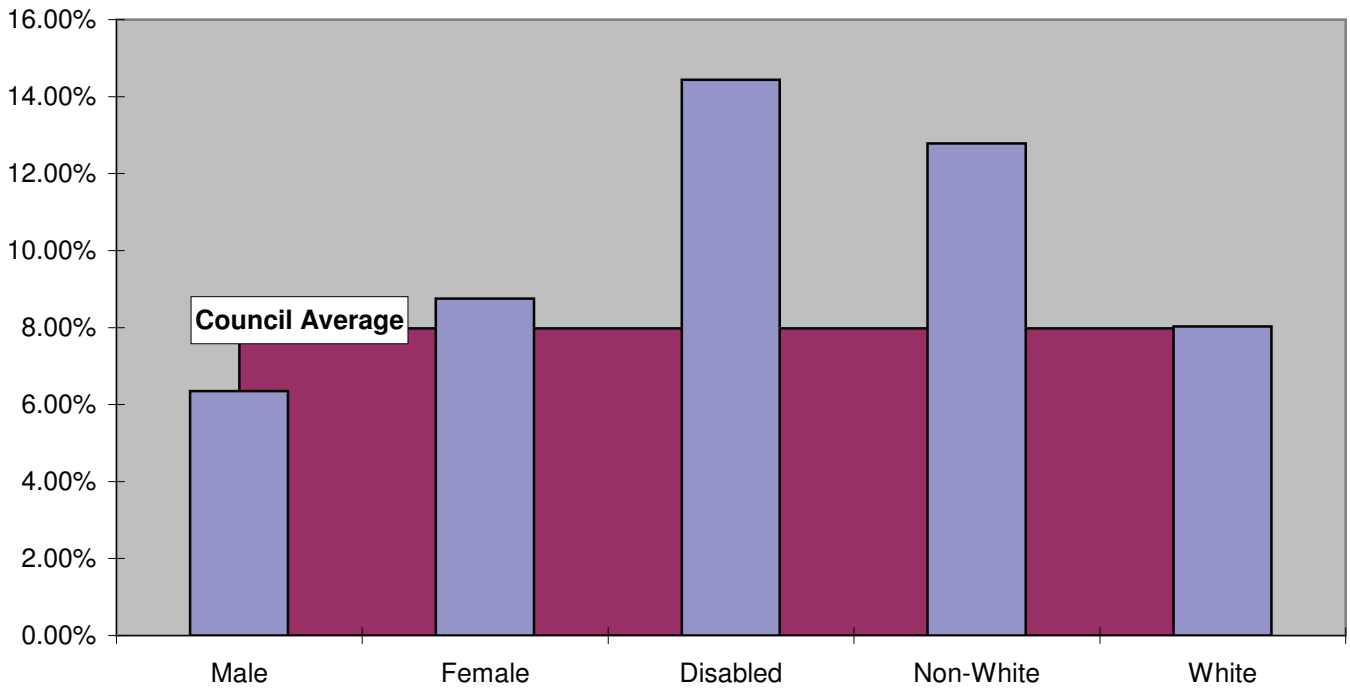
Minority Groups as % of Workforce 2009-10
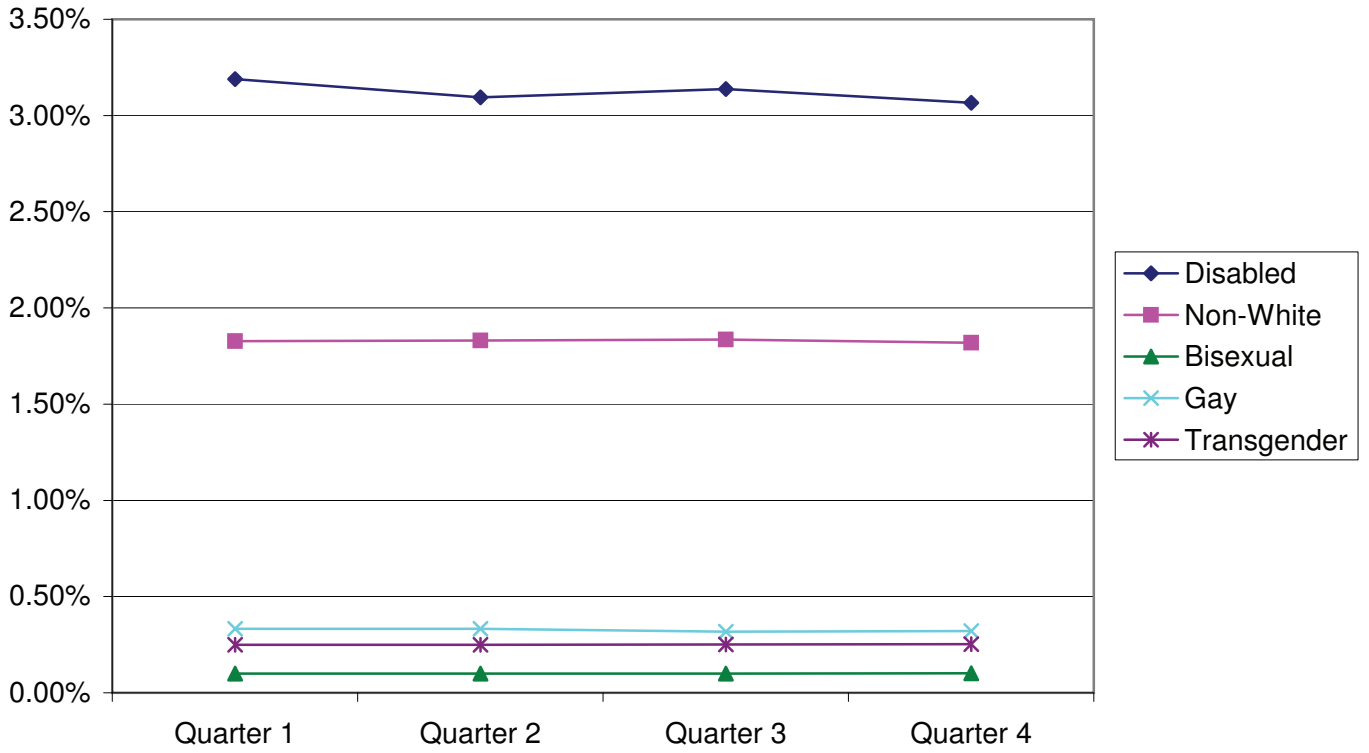
In Post Analysis 2009-10 (Excluding Schools)

2009-10		Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		No	%	No	%	No	%	No	%
Employment Status	Permanent Full Time	3,299	54.79%	3,313	55.12%	3,335	55.67%	3,303	55.65%
	Permanent Part Time	2,426	40.29%	2,393	39.81%	2,350	39.23%	2,318	39.06%
	Permanent Job Share	193	3.21%	191	3.18%	191	3.19%	190	3.20%
	Temporary Employees	93	1.54%	105	1.75%	107	1.79%	115	1.94%
	Modern Apprentices	10	0.17%	9	0.15%	8	0.13%	9	0.15%
	Total	6,021	100.00%	6,011	100.00%	5,991	100.00%	5,935	100.00%
Gender	Male	1,918	31.86%	1,928	32.07%	1,928	32.18%	1,909	32.17%
	Female	4,103	68.14%	4,083	67.93%	4,063	67.82%	4,026	67.83%
	Total	6,021	100.00%	6,011	100.00%	5,991	100.00%	5,935	100.00%
Disability	Not Disabled	4,245	70.50%	4,258	70.84%	4,252	70.97%	4,228	71.24%
	Disabled	192	3.19%	186	3.09%	188	3.14%	182	3.07%
	Not Declared	1,557	25.86%	1,535	25.54%	1,515	25.29%	1,480	24.94%
	Not Available	27	0.45%	32	0.53%	36	0.60%	45	0.76%
	Total	6,021	100.00%	6,011	100.00%	5,991	100.00%	5,935	100.00%
Ethnicity	White	5,057	83.99%	5,059	84.16%	5,049	84.28%	5,003	84.30%
	Non-White	110	1.83%	110	1.83%	110	1.84%	108	1.82%
	Not Declared	834	13.85%	820	13.64%	807	13.47%	792	13.34%
	Not Available	20	0.33%	22	0.37%	25	0.42%	32	0.54%
	Total	6,021	100.00%	6,011	100.00%	5,991	100.00%	5,935	100.00%

In Post Analysis 2009-10 (Excluding Schools) — Appendix H

Age

2009-10	Quarter 1 No	Quarter 1 %	Quarter 2 No	Quarter 2 %	Quarter 3 No	Quarter 3 %	Quarter 4 No	Quarter 4 %
Age 16 - 19	56	0.93%	42	0.70%	38	0.63%	38	0.64%
Age 20 - 29	610	10.13%	630	10.48%	607	10.13%	602	10.14%
Age 30 - 39	983	16.33%	967	16.09%	968	16.16%	952	16.04%
Age 40 - 49	1,956	32.49%	1,947	32.39%	1,920	32.05%	1,908	32.15%
Age 50 - 54	961	15.96%	966	16.07%	998	16.66%	965	16.26%
Age 55 - 63	1,260	20.93%	1,264	21.03%	1,264	21.10%	1,267	21.35%
Age 64	52	0.86%	54	0.90%	55	0.92%	57	0.96%
Age 65 Plus	143	2.38%	141	2.35%	141	2.35%	146	2.46%
Total	6,021	100.00%	6,011	100.00%	5,991	100.00%	5,935	100.00%

Sexual Orientation

	Quarter 1 No	Quarter 1 %	Quarter 2 No	Quarter 2 %	Quarter 3 No	Quarter 3 %	Quarter 4 No	Quarter 4 %
Bisexual	6	0.10%	6	0.10%	6	0.10%	6	0.10%
Gay	20	0.33%	20	0.33%	19	0.32%	19	0.32%
Heterosexual	2,342	38.90%	2,308	38.40%	2,276	37.99%	2,231	37.59%
Not Declared	1,873	31.11%	1,843	30.66%	1,822	30.41%	1,784	30.06%
Not Available	1,780	29.56%	1,834	30.51%	1,868	31.18%	1,895	31.93%
Total	6,021	100.00%	6,011	100.00%	5,991	100.00%	5,935	100.00%

Transgender

	Quarter 1 No	Quarter 1 %	Quarter 2 No	Quarter 2 %	Quarter 3 No	Quarter 3 %	Quarter 4 No	Quarter 4 %
Gender as at Birth	2,518	41.82%	2,479	41.24%	2,443	40.78%	2,396	40.37%
Gender changed since Birth	15	0.25%	15	0.25%	15	0.25%	15	0.25%
Not Declared	1,726	28.67%	1,699	28.26%	1,676	27.98%	1,639	27.62%
Not Available	1,762	29.26%	1,818	30.24%	1,857	31.00%	1,885	31.76%
Total	6,021	100.00%	6,011	100.00%	5,991	100.00%	5,935	100.00%

In Post Analysis 2009-10 (Excluding Schools) — Appendix H

Religion or Belief

2009-10	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	No	%	No	%	No	%	No	%
Agnostic	67	1.11%	63	1.05%	60	1.00%	59	0.99%
Atheist	103	1.71%	102	1.70%	101	1.69%	100	1.68%
Buddhist	8	0.13%	8	0.13%	8	0.13%	8	0.13%
Christian	1,968	32.69%	1,937	32.22%	1,911	31.90%	1,874	31.58%
Hindu	3	0.05%	3	0.05%	3	0.05%	3	0.05%
Humanist	51	0.85%	50	0.83%	49	0.82%	48	0.81%
Jewish	3	0.05%	2	0.03%	2	0.03%	2	0.03%
Muslim	7	0.12%	7	0.12%	6	0.10%	6	0.10%
Other	11	0.18%	11	0.18%	11	0.18%	11	0.19%
Pagan	10	0.17%	10	0.17%	10	0.17%	10	0.17%
Sikh	0	0.00%	0	0.00%	0	0.00%	0	0.00%
None	293	4.87%	290	4.82%	287	4.79%	281	4.73%
Not Declared	1,720	28.57%	1,697	28.23%	1,678	28.01%	1,641	27.65%
Not Available	1,777	29.51%	1,831	30.46%	1,865	31.13%	1,892	31.88%
Total	6,021	100.00%	6,011	100.00%	5,991	100.00%	5,935	100.00%

Length of Service

	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	No	%	No	%	No	%	No	%
Less than 12 months	328	5.45%	301	5.01%	288	4.81%	239	4.03%
1-4 years service	1,226	20.36%	1,191	19.81%	1,166	19.46%	1,166	19.65%
5-9 years service	1,260	20.93%	1,284	21.36%	1,286	21.47%	1,276	21.50%
10-14 years service	710	11.79%	749	12.46%	762	12.72%	789	13.29%
15-19 years service	895	14.86%	850	14.14%	826	13.79%	780	13.14%
20-23 years service	856	14.22%	871	14.49%	876	14.62%	877	14.78%
24 years service	100	1.66%	101	1.68%	113	1.89%	132	2.22%
Over 25 years service	646	10.73%	664	11.05%	674	11.25%	676	11.39%
Total	6,021	100.00%	6,011	100.00%	5,991	100.00%	5,935	100.00%

Employee Interactions 2009-10 (Excluding Schools)

Grievance

2009-10	Quarter 1			Quarter 2			Quarter 3			Quarter 4			2009/10 Outturn		
	No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce (Average)	%
Male	0	1,918	0.00%	3	1,928	0.16%	1	1,928	0.05%	1	1,909	0.05%	5	1,921	0.26%
Female	7	4,103	0.17%	3	4,083	0.07%	5	4,063	0.12%	10	4,026	0.25%	25	4,069	0.61%
Disabled	2	192	1.04%	0	186	0.00%	0	188	0.00%	1	182	0.55%	3	187	1.60%
Non-White	0	110	0.00%	2	110	1.82%	1	110	0.91%	0	108	0.00%	3	110	2.74%
Total	7	6,021	0.12%	6	6,011	0.10%	6	5,991	0.10%	11	5,935	0.19%	30	5,990	0.50%

Disciplinary

2009-10	Quarter 1			Quarter 2			Quarter 3			Quarter 4			2009/10 Outturn		
	No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce (Average)	%
Male	3	1,918	0.16%	6	1,928	0.31%	3	1,928	0.16%	2	1,909	0.10%	14	1,921	0.73%
Female	2	4,103	0.05%	1	4,083	0.02%	4	4,063	0.10%	2	4,026	0.05%	9	4,069	0.22%
Disabled	0	192	0.00%	0	186	0.00%	0	188	0.00%	0	182	0.00%	0	187	0.00%
Non-White	0	110	0.00%	0	110	0.00%	0	110	0.00%	0	108	0.00%	0	110	0.00%
Total	5	6,021	0.08%	7	6,011	0.12%	7	5,991	0.12%	4	5,935	0.07%	23	5,990	0.38%

Training Attendance

2009-10	Quarter 1			Quarter 2			Quarter 3			Quarter 4			2009/10 Outturn		
	No	Workforce	Attend	No	Workforce	Attend	No	Workforce	Attend	No	Workforce	Attend	No	Workforce (Average)	Attend
Male	514	1,918	0.27	234	1,928	0.12	507	1,928	0.26	543	1,909	0.28	1,798	1,921	0.94
Female	1,356	4,103	0.33	1,036	4,083	0.25	1,296	4,063	0.32	847	4,026	0.21	4,535	4,069	1.11
Disabled	157	192	0.82	39	186	0.21	55	188	0.29	47	182	0.26	298	187	1.59
Non-White	34	110	0.31	15	110	0.14	33	110	0.30	18	108	0.17	100	110	0.91
Total	1,870	6,021	0.31	1,270	6,011	0.21	1,803	5,991	0.30	1,390	5,935	0.23	6,333	5,990	1.06

Employee Interactions 2009-10

Grievance as % of Group 2009-10
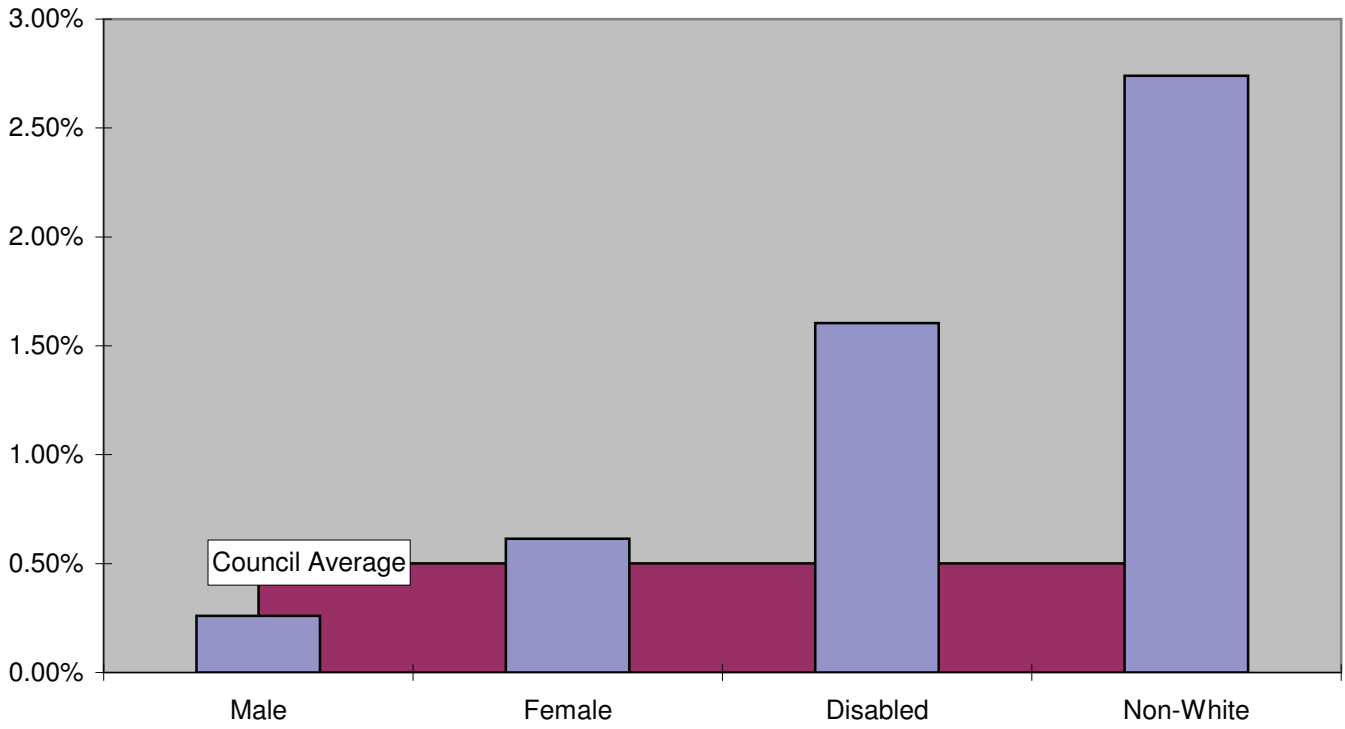
Discipline as % of Group 2009-10
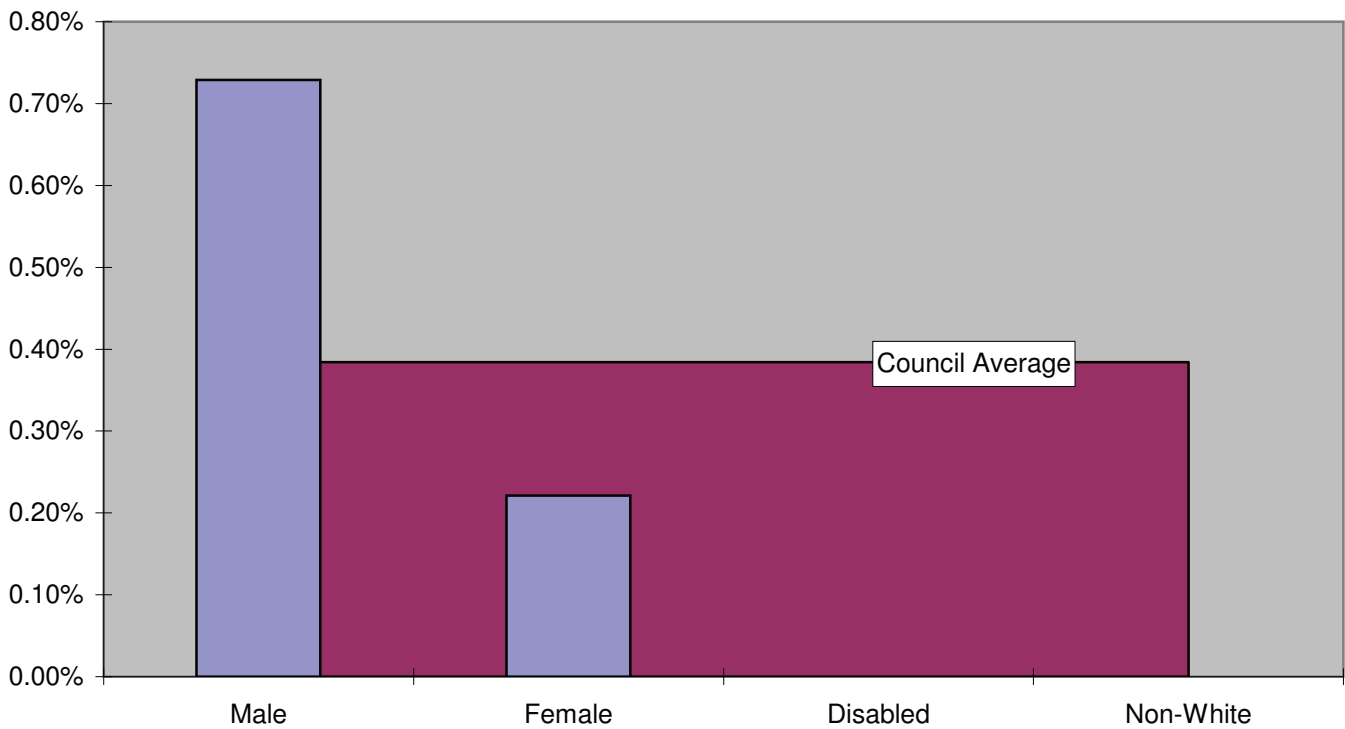
WIRRAL COUNCIL

EMPLOYMENT & APPOINTMENTS COMMITTEE – 17 JUNE 2010

REPORT OF THE DIRECTOR OF LAW, HR & ASSET MANAGEMENT

MANAGING ATTENDANCE
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1.   Purpose of the Report

- To update the Employment and Appointments Committee on the current position around attendance management.
- To recommend a series of actions to improve our approach to attendance management.

2. 1   Current position on sickness for Wirral Council

The current data and performance on sickness absence is shown in the following appendices:

Appendix 1 shows the BVPI Absence figures for the year to 31st March 2010 including days lost.
Appendix 2 shows the BVPI Absence figures with trends for 2006/7 to 2009/10 showing detailed quarter performance for 2008/9 and 2009/10.

2.2   Analysis of performance

The data shows the following;

In 2009/10 absence levels fell to 8.8 days per employee (provisional figures) against the figure for the year to 31st March 2009 of 10.10 days.

Based upon 2008/9 end of year outturn, six of the seven departments have shown a reduction in sickness. The other departments (Finance) slightly increasing. The departments have put a good deal of effort into reducing these levels through enhanced reporting and active case management.
To continue to drive performance and lower the rates of absence we need to keep up the momentum apply the policy, and drive the well being agenda. These areas are discussed later in the report.

1

2.3   The cost of absence

The cost of absence can be calculated in a number of different ways; impact on staff for additional work covered or overtime payments
The approximate cost of absence not including teaching staff can be measured by calculating the monetary values of days lost, which last year can be equated to approximately £6m.

2.4   Analysis of the reasons for Sickness

The following table breaks down the most frequently reported reasons for sickness for the year to 31st March 2010. This data is important for us to understand the reasons for absence and how we can address the issues.

Sickness Reason based upon FTE days lost excluding Teachers

Reason	FTE Days lost 2009/10	%
Mental Health	16,360.95	17.82
Ear, Nose and Throat Problems	13,030.67	14.20
Medical Procedures	11,604.52	12.64
Muscular/Skeletal problems (exc back)	11,416.01	12.44
Abdominal Problems (Inc Digestive Tract)	11,173.31	12.17
Back Problems	5,007.63	5.45
Respiratory Problems	4,658.08	5.07
Neurological/central Nervous system	3,118.74	3.40

2.5   Issues identified

Mental Health remains the largest reason for sickness within the Council accounting for just under 18% of all sickness

The Council takes a positive approach to mental health. During the first half of this year a number of actions have been taken including raising staff awareness through road shows as part of our commitment to be a Mindful Employer referred to later in the report.

The Council undertakes a programme of preventative flu vaccinations targeted at those employees who have contact with vulnerable people. The Council work closely with the NHS to keep staff up to date with the latest information on the Pandemic. This also feeds into the business continuity work undertaken by Health, Safety and Resilience team.

Medical procedures account for over 12% of all sickness however this may in part due to the improvements made by the NHS in addressing their own targets.

The Council has for some time now had a physiotherapy service within its Occupational health contract. The service is well received with an average 15/20 appointments per month. Examples of good practice include regular manual handling training, DSE training, risk assessments, audits etc. however muscular/skeletal sickness still accounts for over 12% of all sickness. The emphasis in respect of muscular/skeletal sickness is changing as the workforce is evolving from a manual workforce suffering back complaints, for example, to a more sedentary non-manual workforce.

The work to further improve health and well-being is highlighted in paragraph 6.

3. Future Targets

2010/11	9.50
2011/12	9.20
2012/13	8.90

The above targets have been agreed as part of the Corporate Plan. It is proposed that those targets are reviewed once the outturn position for 2009/10 is confirmed.

4. Improving Performance

4.1 To further improve our performance in managing attendance it is proposed to develop three key areas of work.

1. Management information and data
2. Policy review and implementation
3. Pro-actively promote the health and well being of the workforce.

The recent Use of Resources Assessment on workforce and people issues delivered a probe into the Council's performance on absence to identify good practice and opportunities for development. Whilst the report is awaited, the areas considered are consistent with those identified below. The report will help to inform the improvements delivered.

4.2 Management Information and data

1. The improvement to the Management information will be delivered via the new HR/Payroll system. The reporting tool from Northgate, designed to complement the Payroll/Human Resource Management system will improve the production and presentation of management information greatly. The development of the reporting tool has been bought forward to realise the benefits more immediately.

3

Currently information is extracted and manipulated in spreadsheets. This is a time consuming exercise and reports have to be reproduced for each audience. Calculation of these reports can also take a long time and this is done differently across departments

2. The new reporting tool will give us a number of advantages;

- Reports are compiled overnight with the time consuming calculations being performed without the need of officer time.
- Reports only need to be produced once and Insight delivers the appropriate data based on audience, managers only see the data they are responsible for.
- Presentation is greatly improved with a suite of available charts and report templates helping to reduce the time taken to develop reports.
- Charts and reports provide "drill through" capability allowing managers to easily and quickly identify areas for concern and obtain detailed information for this area.

3. The new reports will be able to give us the more detailed information such as;

- Short term/long term comparisons
- Numbers hitting trigger points
- Top ten absences by departments
- Frequency of absence
- Numbers with no absence

4. The timetable for implementation is as follows;

Phase 1. July 2010   Standard reports available to a core team in HR for all department employees, available via circulation

Phase 2. September 2010 Standard reports available to departmental HR staff for all department employees

Phase 3. By April 2011 reports accessed directly by 700 managers and 130 school representatives.

4.3   Policy Review and Implementation

Policy Review

The original Managing Absence Policy was launched in 1998. Since then it has been updated to incorporate legislative requirements. The policy was written to address the current context.

4

A comprehensive review across the authority has shown differential application of the policy: Management information is produced for all DMTs with some good practice demonstrated in implementation of the policy including case conferences, quarterly attendance surgeries and focus meetings. Training is delivered across the authority but this has not been attended by all managers.

There are areas for review that have been identified to meet changes in performance and operational requirements.

The areas for consideration are;
- The requirements for contact when an employee is off sick
- The trigger levels before action is taken
- The referral to Occupational health
- The links to the capability procedure

Attendance Management working groups comprising representatives from Corporate HR and departments are currently underway to review policy and propose changes for further consultation.

Policy implementation

Following review of the policy, it is clear that in moving forward the following should be addressed:

- A policy that is more consistent with clarity of expectation
- One best practice training package which will include the revised policy, practical guidance and skills training.

A further report with full recommendations will be brought to the next committee in September.

5.   **Occupational Health Services**

Occupational health Services are currently delivered through a contract with Aviva (previously Norwich Union) . We are currently reviewing our requirements and have extended the contract for a further year to enable the review to take place.

6.   **Employee Health and Well Being**

6.1   **Health and Wellbeing Summary**

The health and well being agenda is moving forward significantly in response to the following:-

5

- The national agenda to promote the health and well being of our workforce and the community following Dame Carol Black's Review 'Working for a Healthier Tomorrow' and the Government's response 'Improving health and work: changing lives' which advocates that the public sector must take the lead.

- Wirral's Local Area Agreement 2008/9 to 2010/11 has a long term, partnership vision : *A more prosperous and equal Wirral, enabling all communities and people to thrive and achieve their full potential.* Wirral has a rich history of partnership working to deliver improvements in the borough's health and well-being. We want to continue to build on this foundation to tackle the serious issues of continuing health inequalities and an ageing population.

- In reducing sickness absence real consideration has to be given to promotion of the Health and Well being of our employees. Our aim is to have present and healthy employees at work and this can be delivered best through a positive approach to health & well being.

- 91% of our employees are residents in the borough. Promoting their Health and well being directly impacts on our communities and a positive approach to health can also be taken into homes across the borough influencing wider numbers of people.

6.2   The Health and Well initiatives currently being delivered

- Departmentally led activities benefiting all employees

Already in place are a number of initiatives to support staff as part of this agenda. The invigor8 scheme run for residents through Sports Development is made available to our staff through corporate membership. Employees also have access to other activities such as Pilates and the cycle to work scheme.

- Employee Assistance Programme

The Employee Assistance Programme was introduced in April 2009 as a support mechanism for all staff. The EAP consists of a 24 hour/365 day a year helpline for confidential advice, information and counselling plus a website with useful information. Utilisation rates since its introduction has been slow. A wide ranging publicity campaign around EAP has been undertaken with Aviva and PPC worldwide the provider of the service including roadshows during April and Adult Learner's Week in May.

- Mental Health & Mindful Employer

6

Wirral Council have signed the Mindful Employer pledge.. In order to raise awareness of mental health issues a number of actions have taken place during the first half of this year. These include the development of a Stress Management e-learning programme (similar to the Equality package) to be launched in September 2010 following a pilot programme .

An ongoing promotional campaign (Time to Change) will help staff to consider the positive steps they can take for their own mental health, help them to understand how many of us (1 in 4) have suffered from mental health and how individuals and organisations can support mental health with the workplace. A series of lunchtime roadshows held during April across all departments within the Council informed and promoted more positive messages around mental health and was well received by employees, with thanks received from departments and the Chair of the Disability Forum.

- Policies-Flexible working

  There are a suite of policies which support a health and wellbeing culture including flexible working, employment breaks, flexi schemes, flexible retirement and other packages of benefits around travel including cycle to work etc.

- Wirral Working4 Health

  Wirral Working4Health is a scheme aimed at supporting employees on long term sick leave back to work or offering tailored support to employees to remain in work. . The scheme facilities a caseworker to work with the employee to access training,etc. This programme was piloted in CYPD and DASS and has now been rolled out to all departments in conjunction with Occupational Health.

- Health Promotions

  The annual sporting event 'The John Parry Memorial Trophy' takes place in June. The purpose of the event is to highlight the importance of Men's Health Week - raising awareness and encouraging early detection of preventable health problems among men and boys as well as promoting Wirral's commitment to workplace health & wellbeing for all.

  The role the workforce can play in promoting health & wellbeing is considerable, and Wirral is committed to promoting a culture that recognises and supports the fact that, for most people, work is good for health.

7

6.3   The future direction of the Well – being agenda

A further report will follow detailing the strategy and how the agenda links with the Managing Attendance Policy and performance.

7.   Summary of Proposals

1.   Management Information and Data
- Improvements to management information including levels of reporting, analysis and trends to enable managers to manage more effectively.

2.   Policy Review
- Update to policy and guidance

3.   Communications and Training
- One best practice training package including skills training

4.   Employee Health and Well Being

- Co-ordinated approach to employee health and well being as part of a Fit4Wirral agenda

8.0   Financial implications

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

9.0   Staffing implications

None arising from this report

10.   Equal Opportunities implications

None arising from this report

11.   Community Safety implications

None arising from this report

12.   Local Agenda 21 implications

None arising from this report

13.   Planning implications

None arising from this report

8

14. **Anti-poverty implications**

None arising from this report

15. **Human Rights implications**

None arising from this report

16. **Social Inclusion implications**

None arising from this report

17. **Local Member Support implications**

None arising from this report

18. **Background Papers**

None arising from this report

19. **Recommendations**

Employment & Appointments Committee is asked to:

1. Note the progress on managing absence and the need to continue to proactively manage the issues across departments
2. Support the proposals to further develop our approach to continuously improve performance

B Norman
Director of Law, HR and Asset Management
This report was prepared by Chris Hyams, who can be contacted on 691 8590.

9

Sickness Days Lost based on BVPI definition			
All Employees			**Sick Days lost per FTE**
Department	**FTE**	**Days Lost**	**Apr 09 - Mar 10**
Children and Young People	3,805.78	36,400.72	9.56
Finance	790.10	9,524.42	12.05
Technical Services	330.57	2,510.87	7.60
Regeneration including culture	980.41	11,202.22	11.43
Social Services	1,122.17	17,352.32	15.46
Corporate Services	74.09	219.91	2.97
Law HR & Asset Mgt	194.49	1,202.89	6.19
Sub Total	**7,297.58**	**78,413.35**	**10.75**
Teachers	3,074.83	13,131.44	4.27
Managed Schools	620.20	5,203.00	8.39
Total (Provisional)	**10,992.61**	**96,747.79**	**8.80**

10

BVPI Absence figures by Quarter for Departments												
Days Lost per FTE	**2006-07**	**2007-08**	**2008-09**					**2009-10**				
Department	**Year**	**Year**	**Q1**	**Q2**	**Q3**	**Q4**	**Year**	**Q1**	**Q2**	**Q3**	**Q4**	**YTD**
Adult Social Services	18.23	16.73	4.47	4.86	5.50	4.80	20.33	3.76	3.66	4.46	3.82	15.46
Children and Young People	8.72	10.61	3.24	2.63	3.29	3.05	12.01	2.85	2.17	2.93	2.62	9.56
Corporate Services	5.82	7.28	0.22	0.19	1.90	1.40	4.72	1.17	0.45	1.01	0.70	2.97
Finance	9.31	9.95	2.32	2.92	3.69	3.06	11.74	2.43	2.72	3.68	3.66	12.05
Law, HR & Asset Management	N/A	N/A	0.00	0.00	2.57	2.59	9.37	1.85	1.84	2.02	1.89	6.19
Regeneration	8.02	11.73	2.63	2.97	3.44	3.29	12.33	3.10	3.18	3.11	3.11	11.43
Technical Services	8.41	9.10	2.36	3.63	3.79	3.45	14.33	1.78	1.58	1.90	2.40	7.60
Teachers	6.33	5.43	1.25	0.94	1.89	1.67	5.43	1.07	0.62	1.22	1.44	4.27
Managed Schools	7.52	9.95	2.49	2.49	2.49	2.10	9.59	2.10	2.10	2.10	2.37	8.39
Total	**9.21**	**9.79**	**2.63**	**2.52**	**3.17**	**2.82**	**10.95**	**2.34**	**2.05**	**2.57**	**2.49**	**8.80**
Actuals at scheduled time	**9.21**	**9.79**					10.10					8.80
Target	**9.40**	**8.90**					8.50					10.00

Notes

Reported BVPI calculated at scheduled time, 20th of month after quarter

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APPEALS SUB-COMMITTEE

Wednesday, 17 March 2010

Present: Councillor   IO Coates (Chair)

                     Councillor   L Rennie

Deputy: Councillor   A Taylor

10   **EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC**

Resolved - That, under section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 1 of Part I of Schedule 12A (as amended) to that Act.

11   **DISMISSAL APPEAL**

The Sub-Committee convened to consider the appeal by an employee in the Regeneration Department against the decision of the Director of Regeneration to dismiss him from his current post.

Resolved - That, having considered carefully all the evidence, the Appeals Sub-Committee disallows the appeal and upholds the decision of the Director of Regeneration to dismiss the appellant from his post.

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APPEALS SUB-COMMITTEE

Wednesday, 24 March 2010

Present: Councillor   IO Coates (Chair)

                  Councillor   L Rennie

Deputy: Councillor   A Taylor

12   **EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC**

      Resolved - That, under section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 1 of Part I of Schedule 12A (as amended) to that Act.

13   **DISMISSAL APPEAL**

      Further to minute 9 (5/3/10) the Sub-Committee reconvened to consider the appeal by an employee in the Regeneration Department against the decision of the Director of Regeneration to dismiss him from his current post.

      Resolved - That, having considered carefully all the evidence, the Appeals Sub-Committee disallows the appeal and upholds the decision of the Director of Regeneration to dismiss the appellant from his post.

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WIRRAL COUNCIL

EMPLOYMENT AND APPOINTMENTS COMMITTEE - 17 JUNE 2010

REPORT OF THE DIRECTOR OF LAW, HR AND ASSET MANAGEMENT

_____

APPEALS SUB-COMMITTEE

1. <u>Executive Summary</u>

    The purpose of this report is to enable the Committee to appoint an Appeals Sub-Committee. The law requires that Committees appoint their own Sub-Committees. It is for the Committee to decide how many members should be appointed to the Sub-Committee subject to the statutory rules on proportionality (see Para 3). The Committee may also appoint a Chair and Vice-Chair of the Sub-Committee.

    Unless appointed as full members, the Leaders and Deputy Leaders of the three largest political groups represented on the Council are entitled to attend meetings of all Sub-Committees, with the right to speak at the invitation of the Chair (Standing Order 25(5)).

2. <u>Functions</u>

    The Sub-Committee's terms of reference, as set out in the Council's constitution, are:

    (a)   To consider appeals against disciplinary action, dismissal, grading and grievances by employees of the Council.

    (b)   To receive and consider reports from a designated independent person investigating allegations of misconduct against the Council's Head of Paid Service, the Monitoring Officer or Chief Finance Officer.

    (c)   To investigate and take disciplinary action in respect of allegations of misconduct against Chief Officers and Deputies (subject to a right of appeal to the Employment and Appointments Committee).

3. <u>Membership</u>

    If the Appeals Sub-Committee was to continue with three members as in 2009/10, the ratio of places would be 1:1:1. The membership in 2009/10 (including deputies) is shown below:

	<u>Members</u>	<u>Deputies</u>
1 Labour Councillor	I Coates (c)	M McLaughlin
		P L Davies
		H Smith
		A E R Jones
		G Davies
		D Roberts

1 Conservative
Councillor   Mrs L Rennie   J E Green
                                                        C Blakeley
                                                        Mrs S L Clarke
                                                        A Pritchard
                                                        J Hale
                                                        T Anderson

1 Liberal Democrat
Councillor   S Quinn   C M Teggin
                                                             T Harney
                                                        A Bridson
                                                        S A M Niblock
                                                        G D Mitchell
                                                        A Taylor
                                                        S Holbrook

The Committee may appoint named deputies (up to 8 deputies for each group - Standing Order 25(6)).

In appointing to this Sub-Committee, Members should be aware that meetings are generally held during the day.

4.   Financial and Staffing Implications

None arising directly from this report.

5.   Other Implications

There are no implications arising out of this report in terms of equal opportunities, planning, community safety, human rights, Local Agenda 21, anti-poverty, social inclusion and local member support.

6.   Background Papers

The only background papers used in the preparation of this report were committee minutes and internal departmental records.

7.   Decision required:

The Committee is requested –

To appoint a Chair, members and named deputies to serve on the Appeals Sub-Committee for 2010/11.

Bill Norman
Director of Law, HR and Asset Management

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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