



## Employment and Appointments Committee

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|---------------|--|
| <b>Date:</b>  | <b>Thursday, 16 September 2010</b>           |
| <b>Time:</b>  | <b>6.15 pm</b>                               |
| <b>Venue:</b> | <b>Committee Room 2 - Wallasey Town Hall</b> |

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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 - 8)**

To receive the minutes of the meetings held on 17 June and 17 August, 2010.

**3. WASTE AND RECYCLING STAFFING (Pages 9 - 14)**

**4. PARKS AND COUNTRYSIDE SERVICES PROCUREMENT EXERCISE - CREATION OF NEW CONTRACT MANAGER POST (Pages 15 - 22)**

**5. SUBSISTENCE REIMBURSEMENTS (Pages 23 - 26)**

**6. DELEGATION OF AUTHORITY FOR CHANGES TO STAFFING STRUCTURE (UP TO AND INCLUDING SPINAL COLUMN POINT 49) (Pages 27 - 32)**

**7. MANAGING ATTENDANCE (Pages 33 - 42)**

8. **WORKFORCE MONITORING QUARTER 1 REPORT (APRIL TO JUNE 2010/11) (Pages 43 - 66)**
9. **APPEALS SUB-COMMITTEE (Pages 67 - 70)**
10. **APPEALS SUB-COMMITTEE MINUTES (Pages 71 - 74)**
11. **UPDATE ON MANAGING WORKFORCE CHANGE AND REDEPLOYMENT (Pages 75 - 78)**
12. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**

To consider any other business that the Chair accepts as being urgent.

13. **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.

**EXEMPT APPENDICES - UPDATE ON MANAGING WORKFORCE CHANGE AND REDEPLOYMENT (Pages 79 – 82)**

14. **ALLEGATIONS AGAINST EMPLOYEES (Pages 83 - 84)**
15. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)**

To consider any other business that the Chair accepts as being urgent.

## EMPLOYMENT AND APPOINTMENTS COMMITTEE

Thursday, 17 June 2010

|                  |             |  |                       |
|------------------|-------------|--|-----------------------|
| <u>Present:</u>  | Councillor  | A Bridson (Chair)  |                       |
|                  | Councillors | JE Green<br>S Foulkes                                    | P Davies<br>P Kearney |
| <u>Deputies</u>  | Councillors | B Kenny (for M McLaughlin)<br>R Wilkins (for M Johnston) |                       |
| <u>Apologies</u> | Councillor  | Mrs L Rennie   |                       |

### 1 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.

Councillors Bridson, P Davies, Foulkes, Green, Kearney and Kenny declared personal interests in minute 98 (Staffing – Metro Catering Service) by virtue of them being school governors.

### 2 MINUTES

The Committee was requested to receive the minutes of the meeting held on 30 March, 2010.

In connection with minute 78 (Workforce Monitoring Quarter 3), the Head of HR and Organisational Development reported that she had written to the Committee members on 27 April to clarify the facts on non-voluntary leavers.

**Resolved – That the minutes of the 30 March, 2010 meeting be approved.**

### 3 APPOINTMENT OF VICE-CHAIR

The Committee was requested to appoint a Vice-Chair.

On a motion by the Chair, duly seconded, it was –

**Resolved - That Councillor M Johnston be appointed Vice-Chair of this Committee.**

### 4 PEOPLE STRATEGY 2010-13

Further to minute 83 (30/3/10) the Director of Law, HR and Asset Management submitted a report on the draft refreshed People Strategy 2010/13 together with an implementation plan for 2010/12.

The People Strategy's aim, which had been agreed at Cabinet on 18 March 2010 (minute 351 refers) was to ensure that Wirral Council had an effective and productive workforce to meet its current and future objectives.

It was intended to address the Council's strategic people issues by focusing attention and prioritising action within 5 key themes to best ensure that the Council:

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.

Responding to Members' comments the Head of HR and Organisational Development stated that the strategy would be monitored on a regular basis and outlined how outcomes were to be measured, this would include another employee opinion survey.

**Resolved –**

**(1) That the People Strategy 2010/13 and the People Strategy Implementation Plan 2010/11 be approved.**

**(2) That the Committee receive a monitoring report in 6 months time.**

## **5 SUBSISTENCE REIMBURSEMENTS**

The Director of Finance reported that the Committee had agreed the current reimbursement rates for subsistence expenditure on 15 June 2009 (minute 10 refers). In line with the agreed policy, the report brought forward proposals for the increase of the various limits in line with inflation. The RPI (excluding mortgage costs) showed an increase of 5.4% since the last review.

As previously stated the amounts proposed for subsistence were the maximum rates which should be evidenced by the production of valid receipts wherever reasonably possible. No reimbursement would be made where an officer had received a meal as part of the travel arrangements.

Members suggested that in the current economic climate there was a need for the Director of Finance to defer any decision on this matter.

**Resolved – That consideration of this matter be deferred pending the outcome of national pay negotiations for staff.**

## **6 IMPROVEMENTS TO KEY ISSUES EXCHANGE (KIE) 2010/11**

Further to minute 78 (30/3/10) the Director of Law, HR and Asset Management submitted a report which gave 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 included an update on the skills audit tool with the plans to roll out, incorporated with the KIE process.

Responding to Members' comments the Head of HR and Organisational Development outlined the online KIE process which would involve the employee completing the online KIE with their line manager. The KIE was also key to the People Strategy and she acknowledged the overlap between the two. The term KIE was historic and employees were used to the terminology but she would be happy to look into this and the use of other terms such as personal development plan. There would also be a 6 monthly review which would look at actual performance.

**Resolved – That the improvements to and progress in delivering the KIE process across the organisation, be noted.**

## **7 WORKFORCE MONITORING**

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 2009/10 (1 April 2009 to 31 March 2010) and the proposed outcomes and actions to be taken as a result. Appendices to the report fulfilled the Council's specific employment duties in relation to employment for race, gender and disability.

A Member suggested that it would be useful to have a presentation on workforce monitoring picking out key elements and linking in to the Corporate Plan. It was also suggested that it would be useful to have a geographical analysis of the data and the Head of HR and Organisational Development stated that she would be happy to report back with a postcode analysis. She also explained the use of the Council's 'Ready to Work Register' for short term contracts.

**Resolved –**

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

**(2) That Committee notes the findings of the Summary Report 2009/10 and approves the proposed actions.**

**(3) That progress be reported to a future meeting during 2010/11.**

**(4) That a presentation be made to the next meeting of the Committee.**

## **8 MANAGING ATTENDANCE**

The Director of Law, HR and Asset Management submitted a report updating the Committee on the current sickness levels. In 2009/10 absence levels fell to 8.8 days per employee (provisional figures) against the figure for the year to 31 March 2009 of 10.10 days. Based upon 2008/9 end of year outturn, six of the seven departments had shown a reduction in sickness. The other department (Finance) had shown a slight increase.

The report also recommended a series of actions to improve the Council's approach to attendance management.

Responding to Members' comments the Head of HR and Organisational Development outlined some of the measures in place to help employees including the Employees' Assistance Programme and the Mindful Employer programme. She would be happy to clarify the term, 'neurological/central nervous system', one of the sickness reasons referred to in the report. She also confirmed that there was automatic referral to Occupational Health when an employee was off sick with stress.

In respect of future targets for sickness the Head of HR and Organisational Development indicated that these would be revised once the outturn position for 2009/10 was confirmed. She was seeking to obtain figures from other Merseyside authorities for benchmarking purposes and also looking at the Pricewaterhouse Coopers benchmarking club.

**Resolved –**

**(1) That Committee notes the progress on managing absence and the need to continue to proactively manage the issues across departments.**

**(2) That Committee supports the proposals to further develop the Council's approach to continuously improve performance.**

**9 APPEALS SUB-COMMITTEE MINUTES**

The minutes of the Appeals Sub-Committee held on 17 and 24 March, 2010 were submitted for information.

**Resolved – That the minutes be noted.**

**10 APPEALS SUB-COMMITTEE**

The Director of Law, HR and Asset Management requested the Committee appoint a Chair, members and named deputies to serve on the Appeals Sub-Committee for 2010/11.

There was some discussion on the possible introduction of a pool system for membership of this Sub-Committee and also on the need for training for Members.

**Resolved –**

**(1) That an Appeals Sub-Committee of 3 Members be appointed in the ratio 1:1:1, with Councillor A Bridson appointed as Chair, for the municipal year 2010/11 comprising the following Members:**

**Councillor Mrs L Rennie**

**Deputies: Mrs S L Clarke, G Ellis, C Blakeley, A Pritchard, J Hale, T Anderson, E Boulton**

**Councillor G Davies**

**Deputies: Councillors M McLaughlin, P L Davies, H Smith, A E R Jones, B Kenny, D Roberts**

**Councillor A Bridson (Chair)**

**Deputies: M Johnston, T Harney, S A M Niblock, G D Mitchell, S Holbrook**

**(2) That a report be brought back to the Committee on the possibility of introducing a pooled system of membership and training be arranged for Members of the Sub-Committee.**

**11 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 paragraph 1 of Part I of Schedule 12A (as amended) to that Act.**

**12 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.

**Resolved – That the report be noted.**

**13 STAFFING - METRO CATERING SERVICE**

Further to minute 83 (30/3/10) the Director of Children's Services submitted a report which provided some background on the current position in respect of staffing levels in the Metro Catering Service. The report highlighted a number of challenges which were facing the Metro Service over the coming 12 months or more.

**Resolved -**

**(1) That the report be noted.**

**(2) That the Metro Meals Service be the subject of a further report, once the outcome of the national spending reviews and the decisions regarding grant funding are known later in 2010.**

**14 EARLY VOLUNTARY RETIREMENT REQUEST**

The Director of Children's 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 the Strategic Service Manager, Early Years and Primary Education, within the Children's Services Department, be approved.**

15 **SEVERANCE 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 severance scheme. The report gave a breakdown of the total savings over a five year period.

**Resolved – That the release, under the severance scheme, of a Service Manager within the Adult Social Services Department, be approved.**

16 **ALLEGATIONS AGAINST EMPLOYEES**

The Director of Law, HR and Asset Management provided details of an allegation of serious or gross misconduct made against an employee and advised of the action taken.

**Resolved – That the report be noted.**



# EMPLOYMENT AND APPOINTMENTS COMMITTEE

Tuesday, 17 August 2010

|                 |             |                                     |                                       |
|-----------------|-------------|-------------------------------------|---------------------------------------|
| <u>Present:</u> | Councillor  | A Bridson (Chair)                   |                                       |
|                 | Councillors | S Foulkes<br>JE Green<br>P Davies   | P Kearney<br>M McLaughlin<br>L Rennie |
| <u>Deputies</u> | Councillor  | S Holbrook (In place of M Johnston) |                                       |

## 17 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.

No such declarations were made.

## 18 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.**

## 19 EARLY VOLUNTARY RETIREMENT REQUEST

The Director of Law, HR and Asset Management submitted a report which sought the Committee's approval for the release of the Chief Executive on 30 September 2010 under the Council's Early Voluntary Retirement ('EVR') scheme. He advised Members that his report had been presented late as it had not been finalised until the day of the meeting. The Chair accepted this and agreed to its consideration by the Committee.

The Head of Human Resources and Organisational Development presented the report and indicated that the requirements for authorisation of EVR for any employee were based upon regard for all the circumstances, including the best interests of the Council and that any additional pension costs to the Council could be contained within existing budgets. She set out the staffing and financial implications set out in the report and referred also to interim management arrangements that were proposed to be put in place. She advised that if the Committee approved the EVR of the Chief Executive, then the M37 Application for Early Retirement Form would be signed by the Director of Law, HR and Asset Management, the Director of Finance and the Head of Human Resources and Organisational Development.

In response to a question from the Leader of the Council, the Director of Finance reported that he had discussed the matter with the District Auditor. The Director had confirmed that the additional pension costs would be met from savings and expressed the view that the proposal would probably meet the Audit Commission's requirements.

On a Motion by Councillor Green and seconded by Councillor Foulkes, it was unanimously –

**Resolved –**

- (1) That the Early Voluntary Retirement of the Chief Executive on 30 September 2010, on the terms set out in the report, be approved.**
- (2) That it be a recommendation to the Council that the Deputy Chief Executive be appointed to the position of Interim Chief Executive for up to nine months.**
- (3) That the Head of Strategic Development be appointed to the post of Interim Director of Corporate Services with effect from 10 September 2010, for up to nine months.**
- (4) That the thanks and best wishes of the Committee be accorded to Stephen Maddox in recognition of his contribution to Wirral as Chief Executive for 12 years, with 35 years continuous service in local government.**

## WIRRAL COUNCIL

### EMPLOYMENT AND APPOINTMENTS COMMITTEE – 16 SEPTEMBER 2010

#### REPORT OF THE DIRECTOR OF TECHNICAL SERVICES

#### WASTE AND RECYCLING STAFFING

##### 1.0 EXECUTIVE SUMMARY

This report seeks approval for the establishment of five new posts within the Waste and Recycling Division of the Technical Services Department at Grades of Band C (£15039-£15725) x 2 posts and Band G (£22221-£25472) x 3 posts. Four of the posts are currently filled with temporary/Agency staff.

The proposals were approved by Cabinet on 22 February 2010 as part of the 2010/11 Budget Proposals in respect of Improving the Environment, Energy Efficiency and Carbon Reduction.

##### 2.0 BACKGROUND

The requirement for additional staffing resource within the Waste and Environment Division has been necessary for several years. The new Environmental Streetscene Contract with Biffa Waste Services (commenced August 2006) saw a significant expansion of services, including the introduction of co-mingled recycling to around 144,000 households and the expansion of the garden waste recycling scheme from around 65,000 households to 108,000 households. A full schools recycling service and enhanced council complex recycling service has also been introduced borough wide. Additional staff have been required to further our engagement with the public to ensure understanding of, and compliance with the new and improved recycling schemes:

##### 2.1 Participation Officers: Roles and Responsibilities

Technical Services currently employs two Participation Officers that have been in post since March 2007. The officers are employed through an environmental consultancy that specialises in providing local authorities with staff who are skilled in undertaking work specifically related to resident engagement and raising awareness of recycling. These posts were funded through external WRAP (Waste Resource Action Programme) funding until March 2009. However, the continued focus on tackling waste related problems is fundamental to the success of the recycling schemes so Technical Services has continued to employ them through the agency (utilising additional recycling credit income until March 2010). Cabinet has since approved a budget from April 2010 onwards to establish two new posts.

The main duties of these officers include responding to all customer enquiries and complaints regarding contaminated bins, including visiting locations where Biffa report bins as contaminated. The face-to-face educational contact with residents allows problems to be cleared up quickly. The officers appointed can expect to visit over 7000 locations per year to resolve problems of contaminated bins, extra waste being placed out at the side of bins and bins being left out on the public highway. They will be responsible for delivering the first and second warnings in line with the Councils Section 46 (EPA, 1990) Household Waste Enforcement Policy.

During 2007 the Participation Officers played a major part in the main recycling service rollout and more recently they have been instrumental in ensuring that the recycling service roll out to multi occupancy properties was delivered correctly. They have minimised negative risks to rollouts and continued to help the Council to increase recycling rates. Two further recycling rollouts are planned this year: to 55

Council buildings and to 600 residential “hard to reach” properties. Their role will be to guide delivery crews ensuring the success of the project and monitor the project once up and running to ensure residents are happy with the service.

The two new officers will also attend road shows and be fully trained to promote recycling related council policies as well as other sub regional promotions such as Real Nappy, home composting and Love Food Hate Waste campaigns.

## **2.2 Participation Officers: Corporate Fit**

All of the work undertaken contributes towards the Council’s corporate strategic objective of “creating a clean safe and sustainable environment”. The work to reduce contamination is also one of the main work streams within the LAA Delivery Plan and Technical Services Business Plan: “To improve the quality and quantity of household recyclate collected”. The essential work undertaken allows the Council to maintain levels of recycling and has resulted in improvements to the service. The focus of the Waste and Environment Division in 2010/11 onwards is to reduce levels of contamination in recycling bins, therefore improving the quality of recycling delivered to the Materials Recovery Facility (MRF). Merseyside Waste Disposal Authority has a contractual arrangement with the site operator to reduce contamination levels and is therefore relying on Wirral to improve the quality of material that is delivered to the MRF to minimise the real risk of falling recycling performance due to rejected loads.

## **2.3 Community Liaison Manager: Roles and Responsibilities**

Technical Services has employed a Community Liaison Manager for over two years (historically funded through recycling credits). The employee has been employed through an Agency and was initially funded through PSA/LAA ‘pump prime’ funding to help Wirral meet the stretch target for BVPI 199 in 2008. Core duties are based upon engaging with residents on a number of environmental issues, capturing their enthusiasm and turning it into tangible results - primarily focusing on the 5% most deprived Super Output Areas (SOAs) and managing litter picks, environmental education programmes and identifying projects to improve Local Environmental Quality (LEQ) for all.

A database of some 500 willing volunteers throughout Wirral is ready and waiting to engage in the new ‘Environmental Champions’ scheme. The ‘Technical Services Older People’s Parliament Day’, which has now become an annual event has been very well received by all involved.

The team’s contribution to the ‘Oxton: England’s 1<sup>st</sup> Tidy Business Village’ project last year was instrumental in Wirral being awarded its first ever win in the Keep Britain Tidy National Awards. Many of the projects championed have won recognition and funding from similar bodies:

- Wormeries Project: Merseyside Dragon’s Den 2009 (funding: the ongoing project is currently in the last three of the National Regeneration Awards).
- Woodchurch in Bloom: RHS Britain in Bloom 2009 (Merit).
- Community Engagement Programme: APSE Environmental Initiative 2009 (runner up).

## **2.5 Trade Waste Officer: Roles and Responsibilities**

The Liveability Team within Waste and Recycling Division has employed a Trade Waste officer for over two years via the Regenda Agency.

The existing agency worker has signed up over 130 businesses to the ‘Tidy Business Scheme’ run by Keep Britain Tidy. The adoption of the scheme has marked a watershed in Wirral’s approach to engaging with businesses on

environmental issues. Businesses are becoming allies of the organisation in improving local environmental quality rather than contributors to the problem. Sponsorship for many different schemes has also been acquired, for example, planting cherry trees in Primary Schools (in conjunction with the Cherry Tree Centre). The new post will act as the 'friendly face' of environmental enforcement, approaching business that are not compliant with waste legislation and securing their co-operation to solve many varying issues. This approach leads to an efficient approach in dealing with trade waste issues. A simple visit can often mean that the enforcement team need not get involved as a potential lengthy legislative breach is dealt with there and then.

Future work of the post holder will include greater use of powers to ensure businesses selling fast food and other confectionery take greater responsibility for cleansing issues within their immediate location.

## **2.6 Community Liaison Manager/Trade Waste Officer: Corporate Fit**

Many of the projects run by these two workers have led to extremely positive coverage within the local press. Their work is intrinsically linked to Wirral's vision: '*A more prosperous and equal Wirral, enabling all communities and people to thrive and achieve their full potential*', and undoubtedly contributes to the achievement of Strategic Objectives 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) and 5 (To create an excellent Council). Many of their projects directly feed into the Local Environmental Quality LAA Delivery Plan.

## **2.7 Eco Schools Officer: Additional Role**

Cabinet has approved a budget for this new post in recognition of the important role that schools play within our communities. Through the new sustainable schools framework, environmental issues are becoming inextricably linked to the National Curriculum and the whole ethos of school life. This post aims to engage with schools over waste related topics by linking in with the Carbon Agenda as a whole and providing mechanisms to help schools teach pupils the importance of recycling both at school and at home. Increasing the recycling rates at all schools is a key objective of this role, as is improving on the already popular annual school Environmental Awards Ceremony. The role will encourage stewardship of environmental issues by learners of all ages. Additional budget has also been approved to provide teaching resources and essential teacher training within Wirral schools and colleges.

## **3.0 PROPOSAL**

- 3.1 The Division has currently been able to maximise its efficiency by using a number of Agency Staff but it is clear that this is not a sustainable position. Approval to establish the new posts would have been sought earlier except for some legal employment issues relating to the current agency workers engaged which needed to first be resolved. Clarification has now been received from the Department of Law, HR and Asset Management which has no objection to inviting the agency workers to apply for any new posts established subject to competition from employees on the Council's redeployment list.
- 3.2 The proposals were reported to Cabinet on 22<sup>nd</sup> February 2010 as part of the 2010/11 Budget Proposals in respect of Improving the Environment, Energy Efficiency and Carbon Reduction.
- 3.3 The Head of Human Resources and trade unions have been fully consulted on these proposals and the proposed grades for the posts have been assessed by the Corporate Job Evaluation Team.

3.4 The following posts are proposed:

- Community Liaison Manager – Band G (£22221-£25472)
- Trade Waste Officer – Band G (22221-£25472)
- Eco Schools Officer – Band G (22221-£25472)
- Participation Officer x 2 Band C (£15039-£15725)

3.5 It is proposed that the existing agency workers be invited to apply for the new posts subject to any competition from Council employees on the Redeployment List. Appointments can then be made on their merits.

#### **4.0 STAFFING IMPLICATIONS**

4.1 It is proposed that five posts be created and advertised using the Council's procedures.

#### **5.0 FINANCIAL IMPLICATIONS**

5.1 As part of the Budget Proposals it was agreed to create a new post of Eco Schools Officer to engage with and educate children and community groups in reducing waste and increasing the volume and quality of waste recycled in schools and in childrens' homes. Budget provision of £80,000 was made to cover the cost of the post and associated resources.

5.2 Budget Provision of £100,000 was also made in order to establish the posts of Community Liaison Manager, Trade Waste Officer and Participation Officer X 2. The budgetary provision is being funded from increased recycling credits from April 2010 onwards.

5.3 The total annual saving from moving away from the use of agency workers to creating new posts on the Council's own establishment is £13,600.

5.4 The total cost of these staff including on costs is £136,343.

#### **6.0 EQUAL OPPORTUNITIES/EQUALITY IMPACT ASSESSMENT**

6.1 There are no implications under this heading.

#### **7.0 HEALTH IMPLICATIONS/IMPACT ASSESSMENT**

7.1 There are no implications under this heading.

#### **8.0 COMMUNITY SAFETY IMPLICATIONS**

8.1 There are no implications under this heading.

#### **9.0 LOCAL AGENDA 21 IMPLICATIONS**

9.1 The creation of the new post of Eco Schools Officer will improve the engagement and education of children and community groups in reducing waste and increasing the volume and quality of waste recycled in schools and childrens homes.

#### **10.0 PLANNING IMPLICATIONS**

10.1 There are no implications under this heading.

## **11.0 ANTI-POVERTY IMPLICATIONS**

11.1 There are no implications under this heading.

## **12.0 SOCIAL INCLUSION IMPLICATIONS**

12.1 There are no implications under this heading.

## **13.0 LOCAL MEMBER SUPPORT IMPLICATIONS**

13.1 The work of these officers covers all Wards.

## **14.0 BACKGROUND PAPERS**

14.1 None.

## **15.0 RECOMMENDATIONS**

15.1 Committee is requested to:

- (1) Approve the establishment of five posts Band C x 2 and Band G x 3 to be financed from budget sums approved by Cabinet on 22 February 2010;
  - Community Liaison Manager – Band G (£22221-£25472)
  - Trade Waste Officer – Band G (22221-£25472)
  - Eco Schools Officer – Band G (22221-£25472)
  - Participation Officer - Band C (£15039-£15725)
- (2) Endorse the proposal that existing agency workers be allowed to apply for the new posts along with employees on the Corporate Redeployment Register.

DAVID GREEN, DIRECTOR  
TECHNICAL SERVICES

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## WIRRAL COUNCIL

### EMPLOYMENT & APPOINTMENTS COMMITTEE – 16<sup>TH</sup> SEPTEMBER 2010

#### REPORT OF THE DIRECTOR OF TECHNICAL SERVICES

#### PARKS & COUNTRYSIDE SERVICES PROCUREMENT EXERCISE – CREATION OF NEW CONTRACT MANAGER POST

##### 1.0 EXECUTIVE SUMMARY

- 1.1 On 22<sup>nd</sup> July 2010, Cabinet agreed to proceed with a major procurement exercise to deliver a new 'Total Service with Single Provider' service delivery model for Parks & Countryside Services commencing winter 2011.
- 1.2 Specialist senior-level expertise will be required to ensure this procurement exercise and subsequent contract management arrangements are a success and at their meeting Cabinet also endorsed the creation of a new Parks & Countryside Services Contract Manager post.
- 1.3 The purpose of this report is to seek Committee approval for the creation of this post and the commencement of advertisement and recruitment procedures with immediate effect.

##### 2.0 BACKGROUND

- 2.1 At its meeting on 26<sup>th</sup> June 2008, Cabinet agreed that “a review of the Parks and Countryside Service be carried out using the Gateway Review process” (Minute 96 refers).
- 2.2 As detailed in a subsequent report to Cabinet on 5<sup>th</sup> February 2009 (Minute 356 refers): “The scope of the Parks and Countryside Services Procurement Exercise (PACSPE) includes all elements of the Department of Regeneration’s Parks and Countryside Service and also the Streetscene Services grounds maintenance contract which Cabinet agreed to extend to the end of March 2011 at its meeting on 23<sup>rd</sup> January 2008 (Minute 463 refers)”. The Streetscene Services highway verge and tree maintenance contracts have subsequently been extended until 30<sup>th</sup> November 2011 (Cabinet 18<sup>th</sup> March 2010, Minute 347 refers).
- 2.3 The gross budgets for these services for 2010/11 total in excess of £14.4M and include parks and open spaces, golf courses, cemeteries and crematoria, rangers, beach lifeguards, allotments, maintenance of highway verges and trees and war memorials.
- 2.4 Consultant Capita Symonds were subsequently commissioned to develop an Outline Business Case for PACSPE and on 3<sup>rd</sup> September

2009, Cabinet requested a more detailed analysis of three service delivery options (Minute 98 refers). Capita Symonds carried out a more detailed appraisal of the three options and produced an Outline Business Case report setting out their recommendations. This report was updated in June 2010 and presented to Cabinet on 22<sup>nd</sup> July 2010 (Minute 84 refers).

2.5 The report to Cabinet on 22<sup>nd</sup> July compared the following service delivery options:

- Option 1 – In-house plus External Support
- Option 2 – Separate Lots with Service Providers
- Option 3 – Total Service with Single Provider

2.6 The qualitative and quantitative benefits of each option were assessed in detail and Capita Symonds concluded that Options 2 and 3 offered significantly higher potential gains than Option 1, but also presented higher risks. Capita Symonds concluded that “providing associated risks can be managed effectively through the procurement process and during the life of the contract, both options offer tremendous opportunities to address the Authority’s primary objectives and to introduce a step change in the future service delivery of Parks and Countryside Services at Wirral Council”.

2.7 Cabinet approved the recommendation to proceed with Option 3 based on the greater potential for improvements in efficiency and consistency of service delivery, but recognised that as this option involves transferring all services to a single contractor then it is particularly important that the Council does everything possible to ensure that the procurement process selects the most appropriate contractor and that the contract management arrangements are fit for purpose.

2.8 The proposal to establish a new Parks & Countryside Services Contract Manager post was endorsed by Cabinet on 22<sup>nd</sup> July based on these considerations.

### **3.0 PROPOSAL**

3.1 It is proposed that a new Parks & Countryside Services Contract Manager post is established at a senior level reporting directly to the Head of Service.

3.2 Based on the significant and specialist knowledge, skills and experience required, it is proposed that the post is graded at EPO9 (£46,423 - £48,979) and the draft Job Description and Person Specification are appended to this report. The requirements and grading of this post have direct parity with other equivalent positions in the Technical Services Department responsible for managing the Streetscene Environment Services and Highway & Engineering Services strategic contracts.

- 3.3 During the procurement process, it is anticipated that at least one senior postholder (over 60 years of age) within the existing Parks & Countryside Service will take the opportunity to retire.
- 3.4 It is proposed that the post is advertised and filled as soon as possible so that the successful candidate can play a key role in shaping the proposed new service delivery arrangements to commence in winter 2011. This will help to ensure essential knowledge transfer from the procurement stage through to contract mobilisation and commencement and the postholder will play a key role in determining the new 'lean intelligent' client contract management arrangements to be put in place and used throughout the life of the contract.
- 3.5 Once the new service delivery arrangements are in place, it is proposed that the postholder will have overall line management responsibility for all aspects of Parks & Countryside Services including policy and strategy development and any small-scale retained functions/ operations.

#### **4.0 JUSTIFICATION**

- 4.1 The move to the new 'Total Service with Single Provider' arrangement presents the Council with the opportunity to achieve a step change in service delivery both in terms of efficiency savings and quality and consistency of service standards.
- 4.2 The Capita Symonds Outline Business Case indicates efficiency savings of £7.841M over a ten year contract term as a result of moving to a new single strategic contract with no diminution in service delivery.
- 4.3 This post is considered to be of crucial importance to enable the Council to successfully implement the new service delivery arrangements by winter 2011 and ensure the new strategic partnering contract administered by a new 'intelligent thin' client is a success.

#### **5.0 FINANCIAL IMPLICATIONS**

- 5.1 The total cost of this new post based on top of grade and including on-costs is £61,714 to be funded from within existing resources.

#### **6.0 EQUAL OPPORTUNITIES/ EQUALITY IMPACT ASSESSMENT**

- 6.1 Equal opportunities will be an important consideration during the advertisement and recruitment process for this post in accordance with usual corporate procedures.

#### **7.0 HEALTH IMPLICATIONS/ IMPACT ASSESSMENT**

- 7.1 There are no implications under this heading.

## **8.0 PLANNING IMPLICATIONS**

8.1 There are no implications under this heading.

## **9.0 COMMUNITY SAFETY IMPLICATIONS**

9.1 There are no implications under this heading.

## **10.0 HUMAN RIGHTS IMPLICATIONS**

10.1 There are no implications under this heading.

## **11.0 LOCAL AGENDA 21 IMPLICATIONS**

11.1 There are no implications under this heading.

## **12.0 SOCIAL INCLUSION IMPLICATIONS**

12.1 There are no implications under this heading.

## **13.0 ANTI-POVERTY IMPLICATIONS**

13.1 There are no implications under this heading.

## **14.0 ACCESS TO INFORMATION ACT**

14.1 The information contained in the Parks & Countryside Services Procurement Exercise – Outline Business Case report to Cabinet of 22<sup>nd</sup> July 2010 has been used in the preparation of this report.

## **15.0 LOCAL MEMBER SUPPORT IMPLICATIONS**

15.1 The new Parks & Countryside Services contract will have implications for all Wards.

## **16.0 RECOMMENDATIONS**

16.1 Committee is requested to approve the creation of a new Parks & Countryside Services Contract Manager post at salary grade EPO9 and commencement of external advertisement and recruitment procedures with immediate effect.

DAVID GREEN  
DIRECTOR, TECHNICAL SERVICES

|   |   |          |                     |
|---|---|----------|---------------------|
| Department  | TECHNICAL SERVICES  | Division | PARKS & COUNTRYSIDE |
| Designation of Post   | SERVICE MANAGER   |          | Grade<br>EPO9       |
| Responsible to  | HEAD OF SERVICE   |          |                     |
| Immediate Subordinates  | All retained staff in the Parks & Countryside Service – final management structure to be determined |          |                     |
| <p><b>Description of duties</b></p> <p><i>1. General</i><br/>Be responsible for the day-to-day management and achievement of service objectives for the Parks &amp; Countryside Services Division including Parks Development, Parks Contract Management and other retained services.</p> <p><i>2. Service Planning</i><br/>Be responsible for the delivery of service objectives in support of the Departmental Business Plan, Council Corporate Plan and Local Area Agreement through the effective use of project planning/ project management techniques and applications.</p> <p><i>3. Finance</i><br/>Be responsible for the effective management of the Division's financial resources including the monitoring, control and reporting of budgets and future financial planning and strategy to ensure the financial interests and responsibilities of the Council are fulfilled and protected.</p> <p><i>4. People</i><br/>Be responsible for the effective management of the Division's human resources including the monitoring of skills/ capabilities and development of support/ training plans as appropriate to achieve service objectives. Also the monitoring of staff performance with the provision of support/ training or use of formal processes as appropriate.</p> <p><i>5. Performance</i><br/>Ensure the proper monitoring and reporting of the Division's National and Local Indicators and use of performance management techniques and applications to drive performance improvement and achievement of service objectives.</p> <p><i>6. Continuous Improvement including Service Efficiency/ VFM</i><br/>Ensure the continuous improvement of the Division's services including research into areas of innovation, benchmarking and learning from top performers with a particular focus on improving service efficiencies and overall value-for-money.</p> <p style="text-align: right;">Continued .....</p> |   |          |                     |

**7. *Legislation and Govt Policy/ Guidance***

Assess and monitor new and existing legislation, national and local government policy/ guidance and ensure the implications of such legislation and policy/guidance is properly considered and taken into account.

**8. *Preparing Cabinet/ Committee Reports and Attending Meetings***

Be responsible for the preparation of all reports to the Council's Cabinet/ Cabinet Member/Area Forums and various Committees relating to the Division's activities ensuring compliance with the Council's Constitution. Also attendance at the Council's Cabinet/ Committees/Area Forums and Cabinet Member Briefings to present and discuss such reports.

**9. *Represent Council at meetings and promote partnership working***

Act as the Council's lead officer for all parks & countryside issues including representation at meetings with Central Government, other Local Authorities including sub-regional meetings, partner agencies and other stakeholder organisations and promote effective partnership working and collaboration with such organisations to help achieve service objectives.

**10. *Parks Development***

Ensure the efficient and effective management and development of the Parks & Countryside Service including all parks and open spaces, golf courses, cemeteries and crematoria, rangers and lifeguard service, allotments and highway trees and verges.

**11. *Parks Contract Management***

Act as designated Project Manager and ensure the efficient and effective management and development of the Council's major strategic Parks & Countryside Services contract and other related contracts to ensure satisfactory contract performance and achievement of proposed benefits.

**12. *Retained Services***

Ensure the efficient and effective delivery of all other retained service areas with the scope of the overall Parks & Countryside Service.

**13. *Other Duties***

Carry out other such duties associated with the work of the Department as may be assigned by the Director.

Issued by            Chief Officer

Date



## Employee Specification Form

|                      |  |
|----------------------|--|
| Post Number          |  |
| Job Title            | SERVICE MANAGER (PARKS & COUNTRYSIDE SERVICES) |
| Department           | TECHNICAL SERVICES                             |
| Prepared by and date | M SMITH – SEPTEMBER 2010                       |

Listed below are the **personal attributes** required to fulfil the duties listed in the Job Description (M03).

| Essential Personal Attributes  | Stage Identified | Desirable Personal Attributes   | Stage Identified |
|--|------------------|---|------------------|
| <b>Qualifications</b><br>Relevant degree level qualification or equivalent (e.g. BEng/BSc)   | A/I              | Full/Chartered Membership of a relevant Professional Institution or equivalent professional qualification   | A/I              |
|  |                  | Management qualification (e.g. DMS/MBA)   | A/I              |
|  |                  | Evidence of continuing professional development.  | A/I              |
| <b>Experience</b><br>Significant experience in the delivery of parks & countryside related services at a senior level in a large multi-disciplinary organisation.<br><br>Evidence of success in strategic management including an ability to translate strategic objectives into operational plans and the achievement of sustained improvements in service delivery.<br><br>A successful record of establishing a robust performance management culture involving users and providers to drive up standards of performance.<br><br>A record of successful financial management and planning including the monitoring and control of budgets.<br><br>Experience with effective management of organisational change with particular focus on human resource issues. | A/I              | Evidence of success in achieving top quality, customer and community focused services based on the principles of best value.  | A/I              |
|  | A/I              | Experience in the delivery of parks & countryside related services in a Metropolitan Local Authority setting, particularly via strategic partnering arrangements with the private sector. | A/I              |
|  | A/I              |   |                  |
|  | A/I              |   |                  |
|  | A/I              |   |                  |

|   |   |  |                                    |
|---|---|--|------------------------------------|
| <p><b>Knowledge and skills</b></p> <p>High levels of creativity in problem solving, idea generation and seeking out and disseminating successful practice in order to effectively deal with diverse, complex and sensitive situations.</p> <p>Highly developed oral, written and presentation skills including the ability to present complex information in an understandable form to a range of professional and lay audiences.</p> <p>A high degree of interpersonal skills and the ability to establish positive relationships with staff, senior managers, elected representatives and external bodies.</p> <p>Knowledge of business/service planning including the effective use of project management/project planning applications and techniques (e.g. Prince2).</p> | <p>A/I/T</p> <p>A/I</p> <p>A/I/T</p> <p>A/I</p> | <p>A wide-ranging and in-depth knowledge of public sector services including relevant legislation, codes of practice and other guidance.</p> <p>An awareness of best practice and top performers in key service areas.</p> <p>An ability to provide visible and supportive leadership – empowering, enabling, motivating and developing the workforce and fostering a positive organisational culture.</p> | <p>A/I</p> <p>A/I</p> <p>A/I/T</p> |
| <p><b>Special Requirements</b></p> <p>A high degree of personal and professional probity, integrity and credibility that sustains the confidence and trust of staff, senior managers, elected representatives and external partners and stakeholders in order to foster a positive reputation for the Council.</p> <p>An inclusive teamwork capability to foster partnerships and work across organisational boundaries to achieve performance targets and service outcomes through others.</p> <p>A commitment to the quantified continuous improvement of services and effective management or organisational change.</p>   | <p>A/I/T</p> <p>A/I/T</p> <p>A/I/T</p>          | <p>A personal and professional commitment to equality and diversity.</p> <p>A flexible approach to work based around the needs of the service.</p>   | <p>A/I</p> <p>I</p>                |

A: Application    I: Interview    T: Psychometric Test



## **WIRRAL COUNCIL**

### **EMPLOYMENT AND APPOINTMENTS COMMITTEE**

**16 SEPTEMBER 2010**

#### **REPORT OF THE DIRECTOR OF FINANCE**

##### **SUBSISTENCE REIMBURSEMENTS**

### **1. EXECUTIVE SUMMARY**

- 1.1 The Employment and Appointments Committee on 17 June 2010 considered a report regarding the current reimbursement rates for subsistence expenditure which relates to all staff.
- 1.2 It was agreed that the report should be deferred pending the outcome of national pay negotiations; this report brings forward further proposals.

### **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-imburement;
  - (iii) the cheapest available and appropriate service should be chosen;
  - (iv) valid receipts must accompany claims wherever possible and reasonable.
- 2.3 The agreed policy for reviewing any increases to the levels of reimbursement is to use the All Items (excluding mortgage interest payments) Retail Price Index (RPI).

### **3. REVIEW OF SUBSISTENCE RATES**

- 3.1. In the current economic climate it is proposed that no allowances will be increased for 2010-11. The amounts are set out in Appendix 1
- 3.2. In using the current maximum rates the amounts for subsistence will continue to be evidenced by the production of valid receipts wherever reasonably possible. No reimbursement will be made where an officer has received a meal as part of the travel arrangements.

**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**

12.1. That the rates remain the unchanged for 2010-11.

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

IAN COLEMAN  
DIRECTOR OF FINANCE

FNCE/139/10

Table of current and proposed maximum subsistence allowances

| Allowance                            | Current Rate | Proposed Rate from 1 July 2010 |
|--------------------------------------|--------------|--------------------------------|
| <b>Overnight Subsistence</b>         |              |                                |
| • London and 'approved' conferences. | £153         | £153                           |
| • Provinces                          | £116         | £116                           |
| <b>Day Subsistence</b>               |              |                                |
| • Breakfast                          | £7           | £7                             |
| • Lunch                              | £10          | £10                            |
| • Tea                                | £3           | £3                             |
| • Evening Meal                       | £12          | £12                            |
| • Total                              | £32          | £32                            |
| <b>24 Hour Subsistence</b>           |              |                                |
| • London and approved conferences    | £185         | £185                           |
| • Provinces                          | £148         | £148                           |

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## WIRRAL COUNCIL

### EMPLOYMENT AND APPOINTMENTS COMMITTEE – 16 SEPTEMBER 2010

#### REPORT OF THE DIRECTOR OF LAW, HR AND ASSET MANAGEMENT

#### DELEGATION OF AUTHORITY FOR CHANGES TO STAFFING STRUCTURE (UP TO AND INCLUDING SPINAL COLUMN POINT 49)

### 1.0 EXECUTIVE SUMMARY

This report seeks approval to grant delegated authority to Chief Officers for any changes to the Council's staffing structure, including creation and deletion of posts involving employees up to and including Spinal Column Point (SCP) 49.

This would amend the current procedure whereby changes to the staffing structure, including the creation and deletion of posts at any level, are submitted to Employment and Appointments Committee for approval.

### 2.0 BACKGROUND

2.1 Currently under the Council's Constitution, Part 3, Responsibilities for Functions, Scheme of Delegation to Officers, Personnel and Staffing Powers, (Para 28), Chief Officers have the power to appoint, dismiss or transfer staff or take any other action with regard to the employment of staff in accordance with the Employment Procedure Rules and Scheme of Delegation to the Chief Executive.

2.2 Under the scheme (Para 36) the Chief Executive is authorised to:

- Approve amendments to organisational structures (except those covered by the JNC for Chief Executives and Chief Officers) in accordance with national grading criteria, provided resources are available within the workforce budget and the changes involve no overall increase in staffing costs.
- Authorise temporary variations in a department's establishment by the creation of posts to be held against unfilled posts of a similar nature, provided the maximum salaries of the new posts are not more than those of the unfilled posts.

2.3 Cabinet agreed on 24 June 2010, in a resolution in response to report 31A, that the Head of HR/OD be asked to prepare a report for Employment and Appointments Committee for referral to Council for a decision, setting out a new procedure for creating and deleting posts on the staffing structure and appointing staff up to SCP 49 under an appropriate system of delegated Authority to officers.

2.4 It was also proposed that should a new procedure be adopted, all vacant posts currently shown on the staffing establishment will be deleted other than by exception as agreed by the relevant Director, Director of Finance and Head of HR/OD.

### 3.0 PROPOSAL

3.1 It is proposed that delegated authority is granted to Chief Officers to create, delete and amend posts on the staffing structure below SCP49.

It is proposed that a procedure is adopted for the creation deletion or amendment of posts that includes authorisation from:

- Chief Officer (relevant department)
- Director of Finance
- Head of HR/OD

- 3.2 For proposed changes to the staffing structure to be implemented, authorisation must be obtained from all three Officers. Please see attached pro-forma which has been developed for authorising changes to staffing structure.
- 3.3 This process will provide a consistent approach and ensure that the Council's staffing structure continues to be closely managed and provide a robust process for monitoring costs which is critical in the current challenging economic environment.
- 3.4 The responsibilities for each signatory are as follows:
- Chief Officer (relevant department)** - To ensure proposals meets service delivery requirements, can be resourced, represents best value for the Authority and that any alternative options have been considered.
- Head of HR/OD** - To ensure staffing proposals accord with HR policies, vacancy management procedures and that any employment law, employee relations and Job Evaluation implications are considered.
- Director of Finance** - To ensure budgetary and financial information contained within proposal is accurate and affordable based on the information provided.
- 3.5 Delegated authority to Chief Officers will allow decisions to be made around creation, deletion and amendment to posts more speedily which will be of benefit to the Council.
- 3.6 Amendments to posts include changes to grade, contractual status and additional hours in posts up to and including SCP 49, which impact on the staffing structure and costs.
- 3.7 SCP49 is Grade PO14 and the salary is £41,616
- 3.8 Excluding teaching staff, there are approximately 175 posts above SCP 49 which would fall outside the scope of this procedure.
- 3.9 Should the Committee approve these changes they are requested to recommend to Council that the Scheme of Delegation be amended accordingly.

#### **4.0 STAFFING IMPLICATIONS**

- 4.1 There are no implications under this heading,

#### **5.0 FINANCIAL IMPLICATIONS**

- 5.1 There are no implications under this heading,

#### **6.0 EQUAL OPPORTUNITIES/EQUALITY IMPACT ASSESSMENT**

- 6.1 There are no implications under this heading.

#### **7.0 HEALTH IMPLICATIONS/IMPACT ASSESSMENT**

- 7.1 There are no implications under this heading.

#### **8.0 COMMUNITY SAFETY IMPLICATIONS**

- 8.1 There are no implications under this heading.

## **9.0 LOCAL AGENDA 21 IMPLICATIONS**

9.1 There are no implications under this heading

## **10.0 PLANNING IMPLICATIONS**

10.1 There are no implications under this heading.

## **11.0 ANTI-POVERTY IMPLICATIONS**

11.1 There are no implications under this heading.

## **12.0 SOCIAL INCLUSION IMPLICATIONS**

12.1 There are no implications under this heading.

## **13.0 LOCAL MEMBER SUPPORT IMPLICATIONS**

13.1 There are no implications under this heading

## **14.0 BACKGROUND PAPERS**

14.1 None.

## **5.0 RECOMMENDATIONS**

15.1 Committee is requested to:

Recommend Council to approve the procedure to grant delegated authority to Chief Officers for any changes to the Council's staffing structure, including creation, amendment and deletion of posts involving employees up to and including Spinal Column Point (SCP) 49 and to revise the Scheme of Delegation accordingly, with immediate effect.

**BILL NORMAN**

Director of Law, HR and Asset Management

**CHIEF OFFICER REPORT**  
Delegated Authority  
Proposed Change(s) to Staffing Structure  
(Up to and including SCP 49)

|                   |  |
|-------------------|--|
| <b>Department</b> |  |
| <b>Section</b>    |  |

**Part A**

Background

Proposal(s) *To include details of:*

- post number(s),
- grades,
- job titles,
- Job Evaluation reference,
- Job Description
- Person Specification
- Existing structure chart
- New Structure chart

Proposed implementation date:

Financial Implications *(To include details of how financial implications and how proposals will be funded, salary details and on-costs)*



**Reported prepared by:**

|           |  |
|-----------|--|
| Name:     |  |
| Job Title |  |
| Date:     |  |

**Part B**

In accordance with delegated authority to Chief Officers agreed by Cabinet on xx xxxx 2010, the proposals for changes to the Council's are submitted for authorisation.

**Chief Officer:**

Approved                      Yes/No

|           |  |
|-----------|--|
| Comments: |  |
| Signed:   |  |
| Date:     |  |

**Director of Finance:**

Approved                      Yes/No

|           |  |
|-----------|--|
| Comments: |  |
| Signed:   |  |
| Date:     |  |

**Head of HR/OD**

Approved                      Yes/No

|           |  |
|-----------|--|
| Comments: |  |
| Signed:   |  |

## WIRRAL COUNCIL

### EMPLOYMENT & APPOINTMENTS COMMITTEE – 16 SEPTEMBER 2010

#### REPORT OF THE DIRECTOR OF LAW, HR & ASSET MANAGEMENT

#### MANAGING ATTENDANCE

---

#### 1. Purpose of the Report

- To update the Employment and Appointments Committee on the current position around attendance management.

#### 2.1 Current position on sickness for Wirral Council

Provisional end of year BVPI absence figures were reported to the June committee as 8.8 days. The final outturn BVPI absence figure for the year to 31<sup>st</sup> March 2010 was 10.22 days (see Appendix 1)

#### 2.2 Analysis of Performance

A breakdown of sickness absence figures for Quarter 1 and comparative data for 2006/7, 2007/8, 2008/9 and 2010/11, by quarter and by full year, is shown at Appendix 1.

Sickness level for Quarter 1 (2.40) shows an improvement against both previous years (2.48 and 2.63) with four of out seven departments showed an improvement on the corresponding quarter last year. Should this be sustained throughout the year, the projected figure at the end of year would represent improvement on the previous three years.

#### 2.3 Benchmarking Data

##### 2.3.1 Local Authorities (Local)

Comparative data has also been obtained (based upon the BVPI definition) from other Merseyside authorities for the year to 31<sup>st</sup> March 2010 which is attached as Appendix 2.

##### 2.3.2 Local Authorities (National)

Appendix 3 outlines national BVPI figures for the year to 31<sup>st</sup> March 2010:

'Local Government Sickness Absence Levels and Causes Survey' is a report on local government sickness absence in England and Wales produced by the Local Government Association.

The report, covering statistics from 2008/9 states that the average sickness level for all local authorities in England and Wales remained broadly the same at 9.02 FTE days per employee per year (compared to 9.6 in 2006/7).

### **2.3.2 All sectors (National)**

In order to enable comparison with absence levels from the private sector, figures have been obtained from the Chartered Institute of Personnel and Development, Absence Management, Annual Survey Report 2009. This report is the latest available from CIPD and provided absence data from the 1 January 2008 – 31 December 2008.

This is attached at Appendix 4.

The CBI also produced a report in June 2010 entitled '*On the Path to Recovery*' which was a workplace health survey. The report also covers absence data for the 12 month period from January to December 2009 across all sectors through the UK.

The survey reports an average rate of absence in 2009 of 6.4 days per employee, a decline from 6.7 days in 2007. The report states that despite some improvement, average absence levels remain far higher in the public sector than in the private sector and highlights the need for public sector employers to address absence costs as part of the drive to contain spending and make the best possible use of resources at a time when budgets are under intense pressure.

## **3.0 Improving Performance**

The report to the E & A Committee on 17 June 'Managing Attendance set proposed improvements in the following areas.

- Strengthening of the overall framework for managing attendance including a comprehensive training programme for managers
- Improvements to management information on sickness absence
- Strengthening of the strategic approach to promoting staff welfare and well being

This work has continued, a revised Absence Management Policy has been produced and consultation with the Trade Unions on this is currently being undertaken.

The final proposed improvements will be brought to the next Employment and Appointments Committee

**4.0 Financial implications**

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

**5.0 Staffing implications**

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

**6.0 Equal Opportunities implications**

None arising from this report

**7.0 Community Safety implications**

None arising from this report

**8.0 Local Agenda 21 implications**

None arising from this report

**9.0 Planning implications**

None arising from this report

**10.0 Anti-poverty implications**

None arising from this report

**11.0 Human Rights implications**

None arising from this report

**12.0 Social Inclusion implications**

None arising from this report

**13.0 Local Member Support implications**

None arising from this report

**14.0 Background Papers**

None arising from this report

**15.0 Recommendations**

Employment & Appointments Committee is asked to:

- 1) Note the benchmarking sickness absence data for 2009/10

**B Norman**  
**Director of Law, HR and Asset Management**

Appendix 1

Wirral Council Absence Figures

| <b>BVPI Absence Figures by Quarter by Departments</b> |                |                |               |             |             |             |              |                |             |             |             |              |                                 |           |           |           |             |
|---|----------------|----------------|---------------|-------------|-------------|-------------|--------------|----------------|-------------|-------------|-------------|--------------|---------------------------------|-----------|-----------|-----------|-------------|
| <b>Days Lost per FTE</b>                              | <b>2006-07</b> | <b>2007-08</b> | <b>2008-9</b> |             |             |             |              | <b>2009-10</b> |             |             |             |              | <b>2011-11</b>                  |           |           |           |             |
| <b>Department</b>                                     | <b>Year</b>    | <b>Year</b>    | <b>Q1</b>     | <b>Q2</b>   | <b>Q3</b>   | <b>Q4</b>   | <b>Year</b>  | <b>Q1</b>      | <b>Q2</b>   | <b>Q3</b>   | <b>Q4</b>   | <b>Year</b>  | <b>Q1</b>                       | <b>Q2</b> | <b>Q3</b> | <b>Q4</b> | <b>YTD</b>  |
| Adult Social Services                                 | 18.23          | 16.73          | 4.47          | 4.86        | 5.50        | 4.80        | 20.33        | 4.27           | 4.05        | 4.67        | 4.25        | 17.23        | 3.62                            |           |           |           | 14.89       |
| Children and Young People                             | 8.72           | 10.61          | 3.24          | 2.63        | 3.29        | 3.05        | 12.01        | 0.11           | 0.22        | 0.67        | 0.11        | 1.11         | 2.66                            |           |           |           | 10.97       |
| Corporate Services                                    | 5.82           | 7.28           | 0.22          | 0.19        | 1.90        | 1.40        | 4.72         | 2.68           | 2.17        | 3.20        | 2.73        | 10.79        | 0.42                            |           |           |           | 1.73        |
| Finance   | 9.31           | 9.95           | 2.32          | 2.92        | 3.69        | 3.06        | 11.74        | 1.13           | 0.44        | 1.06        | 0.73        | 3.36         | 2.63                            |           |           |           | 10.81       |
| Law, HR & Asset Management                            | N/A            | N/A            | 0.00          | 0.00        | 2.57        | 2.59        | 9.37         | 2.46           | 2.70        | 3.83        | 3.89        | 12.88        | 2.79                            |           |           |           | 11.49       |
| Regeneration  | 8.02           | 11.73          | 2.63          | 2.97        | 3.44        | 3.29        | 12.33        | 1.80           | 1.70        | 2.03        | 2.08        | 7.61         | 2.69                            |           |           |           | 11.09       |
| Technical Services                                    | 8.41           | 9.10           | 2.36          | 3.63        | 3.79        | 3.45        | 14.33        | 3.17           | 3.34        | 3.34        | 3.39        | 13.23        | 2.35                            |           |           |           | 9.67        |
| Teachers  | 6.33           | 5.43           | 1.25          | 0.94        | 1.89        | 1.67        | 5.43         | 1.46           | 0.70        | 1.76        | 1.73        | 5.64         | 1.47                            |           |           |           | 6.03        |
| Managed Schools                                       | 7.52           | 9.95           | 2.49          | 2.49        | 2.49        | 2.10        | 9.59         | 2.13           | 2.13        | 2.13        | 2.13        | 8.54         | 2.11                            |           |           |           | 8.43        |
| <b>Total</b>  | <b>9.21</b>    | <b>9.79</b>    | <b>2.63</b>   | <b>2.52</b> | <b>3.17</b> | <b>2.82</b> | <b>10.95</b> | <b>2.48</b>    | <b>2.11</b> | <b>2.92</b> | <b>2.71</b> | <b>10.22</b> | <b>2.40</b>                     |           |           |           | <b>9.87</b> |
| <b>Actuals at scheduled time</b>                      | <b>9.21</b>    | <b>9.79</b>    |               |             |             |             | <b>10.10</b> |                |             |             |             | <b>8.80</b>  | <b>YTD Estimate based on Q1</b> |           |           |           |             |
| <b>Target</b>   | <b>9.40</b>    | <b>8.90</b>    |               |             |             |             | <b>8.50</b>  |                |             |             |             | <b>10.00</b> |                                 |           |           |           | <b>9.80</b> |

Notes

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

Targets are based on calculation at scheduled time, not a higher figure including late returns.

**Appendix 2**

**Merseyside Authorities BVPI figures for the year to 31<sup>st</sup> March 2010**

| <b>Authority</b> | <b>2005/6</b> | <b>2006/7</b> | <b>2007/8</b> | <b>2008/9</b> | <b>2009/10</b> |
|------------------|---------------|---------------|---------------|---------------|----------------|
| Knowsley         | 11.46         | 10.97         | 9.77          | 10.94         | 9.00           |
| Sefton           | 11.05         | 9.15          | 8.89          | 8.93          | 9.20           |
| St Helens        | 9.86          | 10.38         | 10.08         | 9.50          | 8.96           |
| Wirral           | 9.86          | 9.21          | 9.79          | 10.10         | 10.22          |
| Liverpool        | N/a           | N/a           | 11.86         | 11.43         | 11.36          |
| Halton           | 11.38         | 11.76         | 12.46         | 11.25         | 10.21          |



National BVPI figures for the year to 31<sup>st</sup> March 2010

| Authority Name          | BVPI12 Working days lost to sickness cumulative to 31/3/10 |
|-------------------------|--|
| Blackpool               | 10.12  |
| Bournemouth             | 10.35  |
| Bradford                | 11.44  |
| Bristol                 | 9.89   |
| Calderdale              | 8.93   |
| Cheshire East           | 7.05   |
| Cornwall                | 9.49   |
| Coventry                | 10.37  |
| Craven                  | 12.61  |
| Doncaster               | 11.69  |
| East Sussex             | 7.27   |
| Essex                   | 10.00  |
| Gloucestershire         | 7.30   |
| Harrogate               | 7.24   |
| Lancashire              | 8.41   |
| Leeds                   | 11.07  |
| Lincolnshire            | 10.73  |
| Norfolk                 | 8.67   |
| North East Lincolnshire | 8.54   |
| North Lincolnshire      | 10.13  |
| North Yorkshire         | 7.21   |
| Nottinghamshire         | 9.80   |
| Pendle                  | 9.88   |
| Rochdale                | 9.44   |
| Ryedale                 | 8.90   |
| Sandwell                | 2.70   |
| Selby                   | 6.25   |
| Shropshire              | 8.82   |
| Solihull                | 6.68   |
| South Gloucestershire   | 8.72   |
| Southend                | 10.30  |
| St Helens               | 8.96   |
| Staffordshire           | 8.60   |
| Surrey                  | 7.39   |
| Tameside                | 8.78   |
| Trafford                | 9.82   |
| Wakefield City          | 11.40  |

|                |             |
|----------------|-------------|
| Warwickshire   | 8.32        |
| Wirral         | 10.22       |
| Worcestershire | 7.24        |
| York           | 8.98        |
| <b>Average</b> | <b>9.02</b> |

## Appendix 4

Table 1: Average level of employee absence, all employees, by sector

|   |                     | <b>All employees</b>                   |   |
|---|---------------------|--|---|
|   | Number of responses | Average working time lost per year (%) | Average days lost per employee per year |
| <b>Manufacturing and production</b>                                       | <b>114</b>          | <b>2.9</b>                             | <b>6.5</b>                              |
| Agriculture and forestry  | 1                   | 3.0                                    | 6.8                                     |
| Chemicals, pharmaceuticals and oil  | 14                  | 2.7                                    | 6.0                                     |
| Construction  | 9                   | 1.9                                    | 4.3                                     |
| Electricity, gas and water  | 7                   | 3.8                                    | 9.1                                     |
| Engineering, electronics and metals                                       | 22                  | 2.5                                    | 5.7                                     |
| Food, drink and tobacco   | 9                   | 3.8                                    | 8.6                                     |
| General manufacturing   | 23                  | 3.1                                    | 7.0                                     |
| Paper and printing  | 2                   | 3.6                                    | 8.2                                     |
| Textiles  | 3                   | 1.6                                    | 3.7                                     |
| Other manufacturing/production  | 24                  | 3.0                                    | 6.7                                     |
| <b>Private sector services</b>  | <b>188</b>          | <b>2.8</b>                             | <b>6.4</b>                              |
| Professional services (accountancy, advertising, consultancy, legal, etc) | 37                  | 2.2                                    | 5.1                                     |
| Financial services, insurance and real estate                             | 24                  | 2.6                                    | 5.9                                     |
| Hotels, restaurants and leisure   | 5                   | 2.6                                    | 6.0                                     |
| IT services   | 16                  | 2.1                                    | 4.8                                     |
| Legal and property services   | 10                  | 2.7                                    | 6.2                                     |
| Media and publishing  | 11                  | 2.7                                    | 5.5                                     |
| Retail and wholesale  | 21                  | 3.8                                    | 8.6                                     |
| Transport and storage   | 12                  | 4.2                                    | 9.7                                     |
| Telecommunications  | 8                   | 2.8                                    | 6.4                                     |
| Other private services  | 42                  | 2.9                                    | 6.7                                     |
| Call centres  | 2                   | 5.1                                    | 12.4                                    |
| <b>Public services</b>  | <b>86</b>           | <b>4.3</b>                             | <b>9.7</b>                              |
| Education   | 12                  | 3.3                                    | 7.5                                     |
| Central government (including defence)                                    | 10                  | 4.3                                    | 9.8                                     |
| Local government  | 26                  | 4.7                                    | 10.7                                    |
| Police  | 7                   | 4.5                                    | 10.2                                    |
| Fire  | 1                   | 3.3                                    | 7.5                                     |
| Health  | 18                  | 4.8                                    | 11.0                                    |
| Other public services   | 12                  | 3.2                                    | 7.4                                     |
| <b>Voluntary, community and not-for-profit</b>                            | <b>40</b>           | <b>4.1</b>                             | <b>9.4</b>                              |
| Housing association   | 11                  | 4.2                                    | 9.8                                     |
| Charity services  | 17                  | 4.1                                    | 9.4                                     |
| Care services   | 9                   | 4.5                                    | 10.2                                    |
| Other voluntary services  | 3                   | 2.2                                    | 5.1                                     |
| <b>Total</b>  | <b>399</b>          | <b>3.3</b>                             | <b>7.4</b>                              |

Table 2: Average level of employee absence, manual employees, by sector

|  | <b>Manual employees</b> |  |   |
|--|-------------------------|--|---|
|  | Number of responses     | Average working time lost per year (%) | Average days lost per employee per year |
| <b>Manufacturing and production</b>            | <b>34</b>               | <b>3.3</b>                             | <b>7.6</b>                              |
| Chemicals, pharmaceuticals and oil             | 1                       | 3.1                                    | 7.1                                     |
| Electricity, gas and water                     | 2                       | 2.4                                    | 5.4                                     |
| Engineering, electronics and metals            | 11                      | 2.5                                    | 5.7                                     |
| Food, drink and tobacco                        | 2                       | 3.2                                    | 7.3                                     |
| General manufacturing                          | 7                       | 4.4                                    | 10.2                                    |
| Paper and printing                             | 1                       | 7.2                                    | 16.5                                    |
| Other manufacturing/production                 | 10                      | 3.1                                    | 7.2                                     |
| <b>Private sector services</b>                 | <b>16</b>               | <b>3.1</b>                             | <b>7.1</b>                              |
| Financial services (including insurance)       | 1                       | 3.4                                    | 7.8                                     |
| Hotels, restaurants and leisure                | 1                       | 2.2                                    | 5.0                                     |
| Media and publishing                           | 1                       | 1.8                                    | 4.2                                     |
| Retail and wholesale                           | 1                       | 2.1                                    | 4.8                                     |
| Transport and storage                          | 2                       | 4.0                                    | 9.1                                     |
| Telecommunications                             | 4                       | 2.3                                    | 5.3                                     |
| Other private services                         | 6                       | 3.9                                    | 8.8                                     |
| <b>Public services</b>                         | <b>11</b>               | <b>5.3</b>                             | <b>12.1</b>                             |
| Education                                      | 1                       | 5.8                                    | 13.1                                    |
| Central government (including defence)         | 2                       | 3.0                                    | 6.8                                     |
| Local government                               | 6                       | 5.4                                    | 12.3                                    |
| Health   | 1                       | 6.5                                    | 14.8                                    |
| Other public services                          | 3                       | 4.3                                    | 9.9                                     |
| <b>Voluntary, community and not-for-profit</b> | <b>4</b>                | <b>5.2</b>                             | <b>11.8</b>                             |
| Housing association                            | 1                       | 7.7                                    | 17.5                                    |
| Charity services                               | 1                       | 6.5                                    | 14.8                                    |
| Care services                                  | 1                       | 4.4                                    | 10.0                                    |
| Other voluntary services                       | 1                       | 2.2                                    | 5.0                                     |
| <b>Total</b>                                   | <b>56</b>               | <b>3.8</b>                             | <b>8.6</b>                              |

WIRRAL COUNCIL

*EMPLOYMENT AND APPOINTMENTS COMMITTEE – 16 SEPTEMBER 2010*

REPORT OF THE DIRECTOR OF LAW, HR AND ASSET MANAGEMENT

## **WORKFORCE MONITORING QUARTER 1 REPORT (APRIL TO JUNE 2010/11)**

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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 Quarter 1 (1<sup>st</sup> April 2010 to 30<sup>th</sup> June 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 Statistical Data Table shows the first quarter report for 2010/11 and the Summary Report includes some comparative data between trends in the first quarter of 2010/11 and the first quarter of 2009/10.

### **2. Background**

- 2.1 The Council is 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.

As part of the process of reviewing and examining equality information, it had previously been agreed at Committee that a report was to be brought to this Committee on a quarterly basis.

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.

### **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 Quarter 1 for 2010/11 (1<sup>st</sup> April 2010 to 30th June 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**

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.

### **3.1 Equality Framework for Local Government**

The Council was awarded 'Achieving' status of the new Equality Framework for Local Government (EFLG) in 2009 and is working towards achieving 'Excellent' status by November 2011.

## **4 Proposed Actions**

### **4.1 Measure Performance**

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.

### **4.2 Key Outcomes, Actions and Progress**

The key outcomes and subsequent actions are proposed in the Summary Report (Appendix B). Progress to date on previous key outcomes and actions already identified as a result of the 2009/10 Workforce Monitoring Report is also included.

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.

### **4.3 Workforce Monitoring Sub-Group**

A sub group of the Corporate Equality & Cohesion Group meets monthly and the group's membership includes representatives from the Black Workers Group, Strategic Development, Corporate Policy, Technical Services, Adult Social Services and Human Resources and Organisational Development.

The sub-group has been tasked with looking at the workforce monitoring statistics in more detail with a view to developing more opportunities for under-represented groups via various initiatives linked to the Workforce Development Plan.

They have looked at the Workforce Monitoring Report 2009/10 and the equality data has raised some issues which the sub-group feel the Council would benefit from further investigation of the conclusions drawn from the data. These findings and their recommendations have been reported to the Corporate Equality & Cohesion Group.

It has been agreed that two Graduates from the Council's Graduate Placement Scheme will be allocated to spend a month with the Sub-Group to further analyse the data.

### **4.4 Equality Act**

The provisions of the Equality Act 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.
- Q1 2010/11 Workforce Monitoring Statistics (Excluding Schools)



- Q1 2010/11 Recruitment Analysis Statistics (Excluding Teachers)
- Q1 2010/11 Disciplinary and Grievance Statistics (Excluding School)
- Q1 2010/11 Training Statistics (Excluding Schools)

## **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 for Quarter 1, 2010/11.

### **Bill Norman**

Director of Law, HR and Asset Management

### Index of Appendices

- A) Index of Appendices
- B) Report: Summary of Monitoring and Analysis of the Workforce (Excluding Schools) Quarter 1 2010/11
- C) Data Table: Recruitment Analysis (Externally advertised posts, excluding Teachers) Quarter 1 2010/11
- D) Chart: Comparison of Shortlisting and Appointment Rate (Excluding Teachers) Quarter 1 2010/11
- E) Data Table: Leaver Analysis (Excluding Schools) Quarter 1 2010/11
- F) Chart: Percentage of Leavers by Category (Excluding Schools) Quarter 1 2010/11
- G) Data Table: In Post Analysis (Excluding Schools) Quarter 1 2010/11
- H) Chart: Minority Groups as a Percentage of the Workforce (Excluding Schools) Quarter 1 2010/11
- I) Table: Employee Interactions (Excluding Schools) Quarter 1 2010/11
- J) Chart: Employee Interactions - Grievance and Disciplinary (Excluding Schools) Quarter 1 2010/11

### 1 Summary of Monitoring and Analysis of the Workforce Quarter 1 2010/11 (1<sup>st</sup> April to 30<sup>th</sup> June 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 and proposed actions for each category.

**A summary of the workforce statistics for Quarter 1 2010/11 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 Quarter 1. 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 Chart (Appendix C).

- 2.2.1 **Shortlisted** - The data analysis has identified that during Quarter 1 when compared to the norm (35.65%), female (43.52%), disabled (68.42%) and white ethnic background (36.12%) applicants were more likely to be short listed. Male (27.78%) and non-white ethnic background (28%) applicants were less likely to be short listed.

- 2.2.2 **Appointed** - The data analysis has identified that during Quarter 1 when compared to the norm, female, disabled and white ethnic background applicants were also more likely to be appointed. Applicants from a white ethnic background (9.09%) and females (9.72%) were slightly above the norm (8.80%) whilst applicants from a non-white ethnic background (4%) and males (7.87%) were below the norm (4.26%).

The success rate of disabled applicants (15.79%) is significantly 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.

#### 2.3 Action

The most significant trend is that applicants from a non-white ethnic background have a lower chance of being short listed and subsequently appointed.

This has been identified by the Workforce Monitoring sub-group as a priority area and in October 2010 resources from the graduate placement scheme have been allocated to further analyse this issue and produce an improvement plan.

### **3 Leavers (Appendices E and F)**

3.1 The Leaver Analysis (Appendix E) shows the number of leavers for Quarter 1 disaggregated by Gender, Disability and Ethnic Origin.

#### **3.2 Trends**

The rate of employees leaving by category can be compared by looking at the Percentage of Leavers by Category Chart (Appendix F).

The data analysis has identified that during Quarter 1 retention rates by gender have reversed. In 2009-10 more women left compared to men. In 2010-11 the opposite is now the case. Promotion of employment policies such as work life balance have been a contributory factor, however, the effect of the economic climate is more difficult to determine.

The number of employees leaving whose disability or ethnic origin data was not available appears in the tables as a proportionately high percentage, however, when looking at the numbers that this actually represents it is not a significant trend.

Previous difficulty in retention of employees with a disability or from a non-white ethnic background as shown in 2009-10 Quarter 1 appears to have been reversed with employees in these categories have a higher than average retention rate.

#### **3.3 Action**

As previously reported, further detailed 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.

To ensure that 'data not available' does not unduly impact the leaver analysis tables again, work must be continue to be undertaken to close any existing gaps and prevent any potential gaps in future.

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) 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 in comparison to Quarter 1 for 2009/10. The majority of employees are employed on permanent full-time contracts, followed by permanent 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 male/females ratio remains consistent in comparison to Quarter 1 for 2009/10 although the overall workforce number has decreased by 53 employees (0.88%) in comparison.
- 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 84.28% of the total workforce, 1.86% are from a non-white ethnic origin and 13.10% have chosen not to declare.
- 4.2.5 **Age** – over half of the workforce is aged between 40-49 (3.64%) or 55-63 (21.31%). The number of employees aged between 16-19 and 20-29 is low at 10.72%. 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 Corporate Workforce Plan.
- 4.2.6 **Sexual Orientation** – the majority of those making a declaration are heterosexual (37.38%). A small population of the workforce have declared that they are Gay (0.39%) or Bisexual (0.10%). 32.47% of the workforce have not been surveyed yet. However, of those surveyed 29.66% 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 39.75%, 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. 27.21% of the workforce did not wish to declare and 32.79% 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** – 35.36% of the workforce have declared a religion or belief, 4.79% do not have a religion or belief, 27.21% have chosen not to declare and 32.44% of the workforce have not been surveyed yet. The majority of the workforce are Christian 31.38% (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 (21.43%) closely followed by 1-4 years service (18.82%). 14.33% 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.

#### 4.2.11 **Comparisons with Quarter 1 for 2009/10**

Overall the trends for Quarter 1 are relatively consistent with the trends for Quarter 1 for 2009/10. However, it is anticipated that the Council should see some of the trends start to change over the 2010/11 period as data gaps are closed and actions already identified are implemented and developed.

#### 4.3 **Actions**

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 employee's background as presented in the report. The previous data provides information about the diverse nature of the workforce. This information is about procedural or developmental interaction with our employees.

#### 5.2 **Grievance (Appendices I and J)**

5.2.1 It had been acknowledged in the Workforce Monitoring Report 2009/10 that the number of grievances had been under-reported previously and work had been undertaken to improve the method and accuracy of reporting.

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

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 Chart (Appendix J).

The table shows that grievances are more likely to be raised by male or non-white ethnic minority employees, however, the small number of cases (4 in 2010-11 Quarter 1) is not high enough to produce accurate trend analysis.

What is more significant is a 43% reduction in the number of cases when compared to the same quarter last year.

### 5.2.3 Action

As previously reported further analysis of the issues and trends behind grievances is required, particularly in relation to the categories identified. Work has been undertaken in this area and information is now being collated on a regular basis and more detailed analysis will be reported to a future meeting.

## 5.3 Disciplinary (Appendices I and J)

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

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 Chart (Appendix J).

On average, 0.18% of the total workforce have been disciplined during Quarter 1. Based upon the breakdown of data for this quarter, the highest category of employee to be disciplined were male (0.41%).

For quarter 1 this shows a 140% increase on the number of cases for the same quarter last year. Attention to the Quarter 2 figure is required to determine any significant pattern.

### 5.3.3 Action

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

Close monitoring of the number of cases and any emerging patterns during the rest of the year will be undertaken.

## 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.

The Attend rate is the average number of training 'days' per person.

#### 5.4.2 **Trends**

The data for Quarter 1 shows that female employees are more likely to apply for and receive training. 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.

This area of information does not have the same data collection consistency as the other figures reported. Improvement is required to ensure accuracy of the reported figures.

### 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 was the subject of a separate report to the Employment and Appointments Committee on 17 June 2010. Therefore, the data table has been removed from the Employee Interaction Table (Appendix I) and trends have not been identified at present.

## 6 **Key Outcomes, Actions and Progress**

- 6.1 Based upon the outcomes the Council proposes to take the following action:

#### 6.1.2 **Recruitment**

The lower rate of success of applicants from a non-white ethnic background needs to be further investigated. From October 2010 resources from the graduate placement scheme have been allocated to further analyse this issue and produce an improvement plan (2.3).

#### 6.1.3 **Leavers**

Review the Leaver Interview Policy and Procedure and improve the data capture, recording, monitoring and analysis (3.3).

Ensure that 'data not available' does not unduly impact the leaver analysis tables again. Work will continue to be undertaken to close any existing gaps and prevent any potential gaps in future.

Monitor and analyse Work-Life Balance Applications to ensure that the Work-Life Balance Policies are working effectively and support retention rates (3.3). A procedure has already been put in place by Human Resources & Organisational Development to closely monitor WLB Applications.

#### 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**

As previously reported further analysis of the issues and trends behind grievances is required, particularly in relation to the categories identified. Work has been undertaken in this area and information is now being collated on a regular basis and more detailed analysis will be reported to a future meeting (5.2.3).

**6.1.6 Discipline**

Work will continue to ensure that recording of disciplinary cases is accurate and timely. Close monitoring of the number of cases and any emerging patterns during the rest of the year will also be undertaken (5.3.3).

**6.1.7 Training**

This area of information does not have the same data collection consistency as the other figures reported. Improvement is required to ensure accuracy of the reported figures. From October 2010 resources from the graduate placement scheme have been allocated to further analyse this issue and produce an improvement plan.

In the meantime, based upon information available, look into the reasons why male or non-white ethnic origin employees are less likely to access training and work to promote these activities to these specific groups (5.4.3).

**6.1.8 Key Issue Exchange**

The improvements to and progress in delivering the KIE process across the organisation over the next three years was noted at Employment & Appointments Committee on 17 June. Data capture, monitoring and analysis will be included in the improvement plan (5.5.1).

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## Recruitment Analysis 2010-11 (Advertised Posts Excluding Teachers)

## Appendix C

| All Applicants | 2009/10 Quarter 1 |              | 2010-11 |             |             | Quarter 1 |        |              | Quarter 2 |         |     | Quarter 3    |      |         | Quarter 4 |              |      | Total   |     |              |        |     |
|----------------|-------------------|--------------|---------|-------------|-------------|-----------|--------|--------------|-----------|---------|-----|--------------|------|---------|-----------|--------------|------|---------|-----|--------------|--------|-----|
|                | No.               | % of Applied | Norm    | Applied     | Shortlisted | Appointed | No.    | % of Applied | Norm      | Applied | No. | % of Applied | Norm | Applied | No.       | % of Applied | Norm | Applied | No. | % of Applied | Norm   |     |
|                |                   |              |         |             |             |           |        |              |           |         |     |              |      |         |           |              |      |         |     |              |        | No. |
| 2,030          |                   |              |         | Applied     |             | 432       |        |              |           |         |     |              |      |         |           |              |      |         | 432 |              |        |     |
| 445            | 21.92%            | 21.92%       | 35.65%  | Shortlisted |             | 154       | 35.65% | 35.65%       |           |         |     |              |      |         |           |              |      |         | 154 | 35.65%       | 35.65% |     |
| 94             | 4.63%             | 4.63%        | 8.80%   | Appointed   |             | 38        | 8.80%  | 8.80%        |           |         |     |              |      |         |           |              |      |         | 38  | 8.80%        | 8.80%  |     |

|     |        |        |        |             |  |     |        |        |  |  |  |  |  |  |  |  |  |  |     |        |        |  |
|-----|--------|--------|--------|-------------|--|-----|--------|--------|--|--|--|--|--|--|--|--|--|--|-----|--------|--------|--|
| 779 |        |        |        | Applied     |  | 216 |        |        |  |  |  |  |  |  |  |  |  |  | 216 |        |        |  |
| 155 | 19.90% | 21.92% | 35.65% | Shortlisted |  | 60  | 27.78% | 35.65% |  |  |  |  |  |  |  |  |  |  | 60  | 27.78% | 35.65% |  |
| 28  | 3.59%  | 4.63%  | 8.80%  | Appointed   |  | 17  | 7.87%  | 8.80%  |  |  |  |  |  |  |  |  |  |  | 17  | 7.87%  | 8.80%  |  |

|       |        |        |        |             |  |     |        |        |  |  |  |  |  |  |  |  |  |  |     |        |        |  |
|-------|--------|--------|--------|-------------|--|-----|--------|--------|--|--|--|--|--|--|--|--|--|--|-----|--------|--------|--|
| 1,251 |        |        |        | Applied     |  | 216 |        |        |  |  |  |  |  |  |  |  |  |  | 216 |        |        |  |
| 290   | 23.18% | 21.92% | 35.65% | Shortlisted |  | 94  | 43.52% | 35.65% |  |  |  |  |  |  |  |  |  |  | 94  | 43.52% | 35.65% |  |
| 66    | 5.28%  | 4.63%  | 8.80%  | Appointed   |  | 21  | 9.72%  | 8.80%  |  |  |  |  |  |  |  |  |  |  | 21  | 9.72%  | 8.80%  |  |

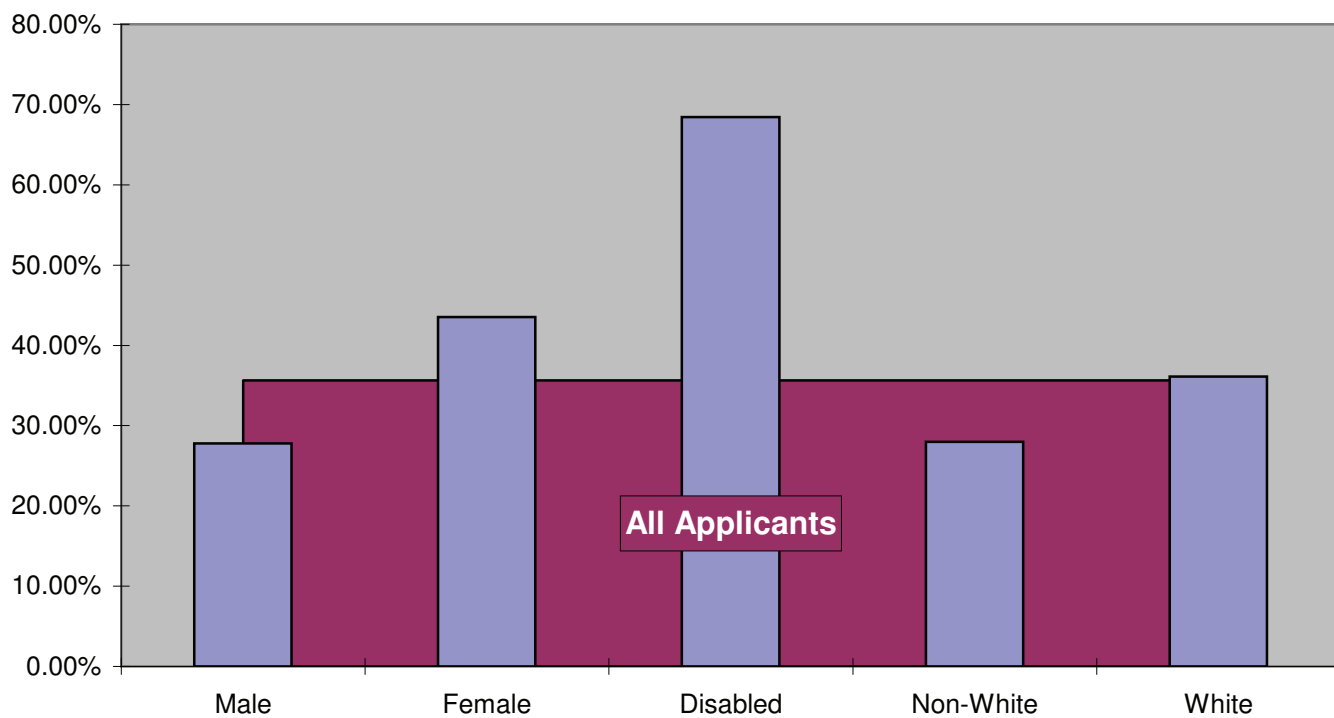
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|    |        |        |        |             |  |    |        |        |  |  |  |  |  |  |  |  |  |  |    |        |        |  |
|----|--------|--------|--------|-------------|--|----|--------|--------|--|--|--|--|--|--|--|--|--|--|----|--------|--------|--|
| 91 |        |        |        | Applied     |  | 19 |        |        |  |  |  |  |  |  |  |  |  |  | 19 |        |        |  |
| 40 | 43.96% | 21.92% | 35.65% | Shortlisted |  | 13 | 68.42% | 35.65% |  |  |  |  |  |  |  |  |  |  | 13 | 68.42% | 35.65% |  |
| 5  | 5.49%  | 4.63%  | 8.80%  | Appointed   |  | 3  | 15.79% | 8.80%  |  |  |  |  |  |  |  |  |  |  | 3  | 15.79% | 8.80%  |  |

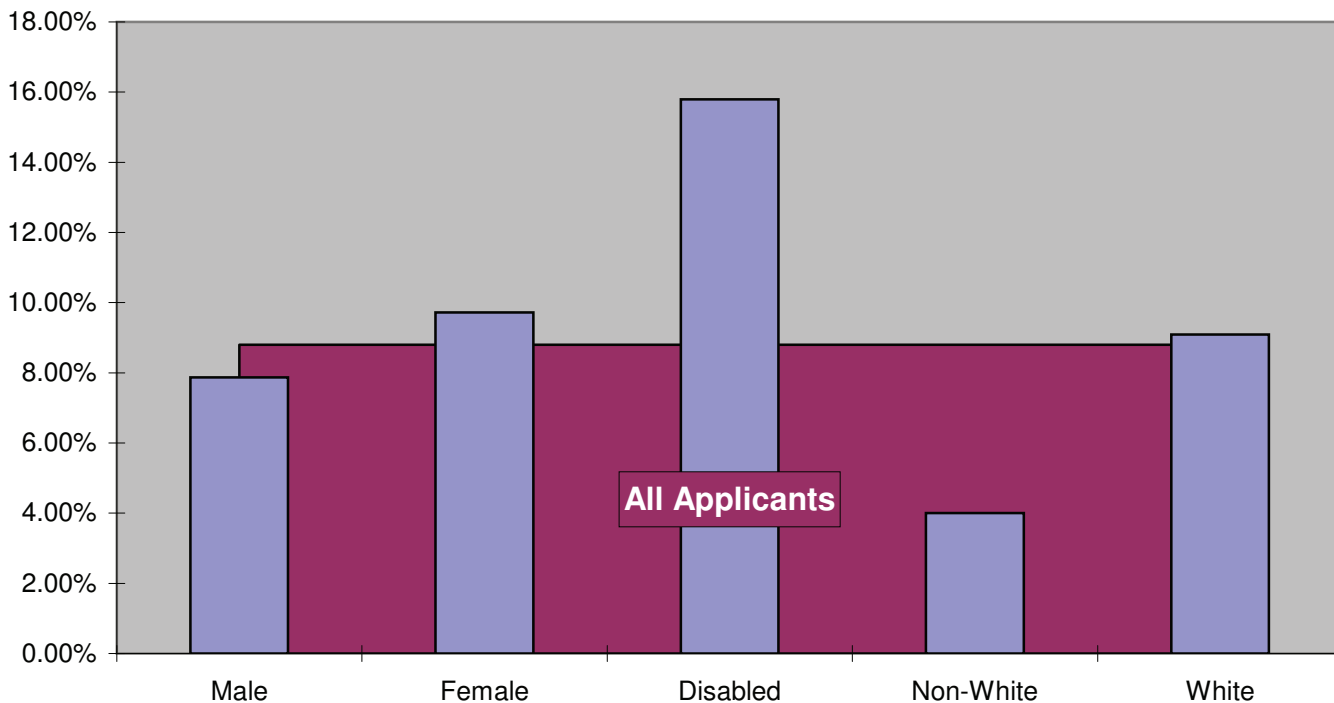
|     |        |        |        |             |  |    |        |        |  |  |  |  |  |  |  |  |  |  |    |        |        |  |
|-----|--------|--------|--------|-------------|--|----|--------|--------|--|--|--|--|--|--|--|--|--|--|----|--------|--------|--|
| 183 |        |        |        | Applied     |  | 25 |        |        |  |  |  |  |  |  |  |  |  |  | 25 |        |        |  |
| 50  | 27.32% | 21.92% | 35.65% | Shortlisted |  | 7  | 28.00% | 35.65% |  |  |  |  |  |  |  |  |  |  | 7  | 28.00% | 35.65% |  |
| 7   | 3.83%  | 4.63%  | 8.80%  | Appointed   |  | 1  | 4.00%  | 8.80%  |  |  |  |  |  |  |  |  |  |  | 1  | 4.00%  | 8.80%  |  |

|       |        |        |        |             |  |     |        |        |  |  |  |  |  |  |  |  |  |  |     |        |        |  |
|-------|--------|--------|--------|-------------|--|-----|--------|--------|--|--|--|--|--|--|--|--|--|--|-----|--------|--------|--|
| 1,847 |        |        |        | Applied     |  | 407 |        |        |  |  |  |  |  |  |  |  |  |  | 407 |        |        |  |
| 395   | 21.39% | 21.92% | 35.65% | Shortlisted |  | 147 | 36.12% | 35.65% |  |  |  |  |  |  |  |  |  |  | 147 | 36.12% | 35.65% |  |
| 87    | 4.71%  | 4.63%  | 8.80%  | Appointed   |  | 37  | 9.09%  | 8.80%  |  |  |  |  |  |  |  |  |  |  | 37  | 9.09%  | 8.80%  |  |

Shortlisted Rate



Successful Appointment Rate



## Leaver Analysis 2010-11 (Excluding Schools)

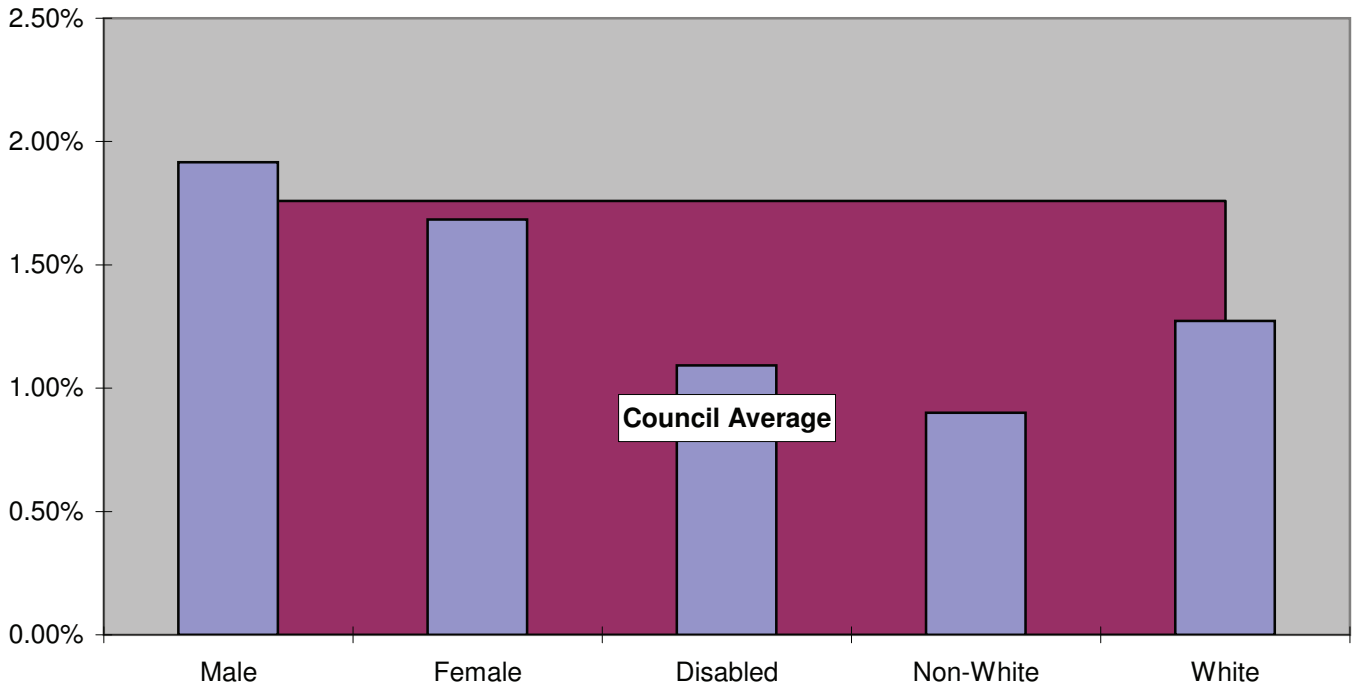
## Appendix E

| Gender | 2009-10 Quarter 1 |             | 2010-11 |        | Quarter 1 |             | Quarter 2 |             | Quarter 3 |             | Quarter 4 |             | Total |                       |       |
|--------|-------------------|-------------|---------|--------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-------|-----------------------|-------|
|        | No                | Workforce % | No      | %      | No        | Workforce % | No        | Workforce % | No        | Workforce % | No        | Workforce % | No    | Workforce (Average) % |       |
|        |                   |             |         |        |           |             |           |             |           |             |           |             |       |                       |       |
|        | 32                | 1,918       | 1.67%   | Male   | 37        | 1,931       | 1.92%     |             |           |             |           |             | 37    | 1,931                 | 1.92% |
|        | 102               | 4,103       | 2.49%   | Female | 68        | 4,037       | 1.68%     |             |           |             |           |             | 68    | 4,037                 | 1.68% |
|        | 134               | 6,021       | 2.23%   | Total  | 105       | 5,968       | 1.76%     | 0           | 0         | 0           | 0         | 0           | 105   | 5,968                 | 1.76% |

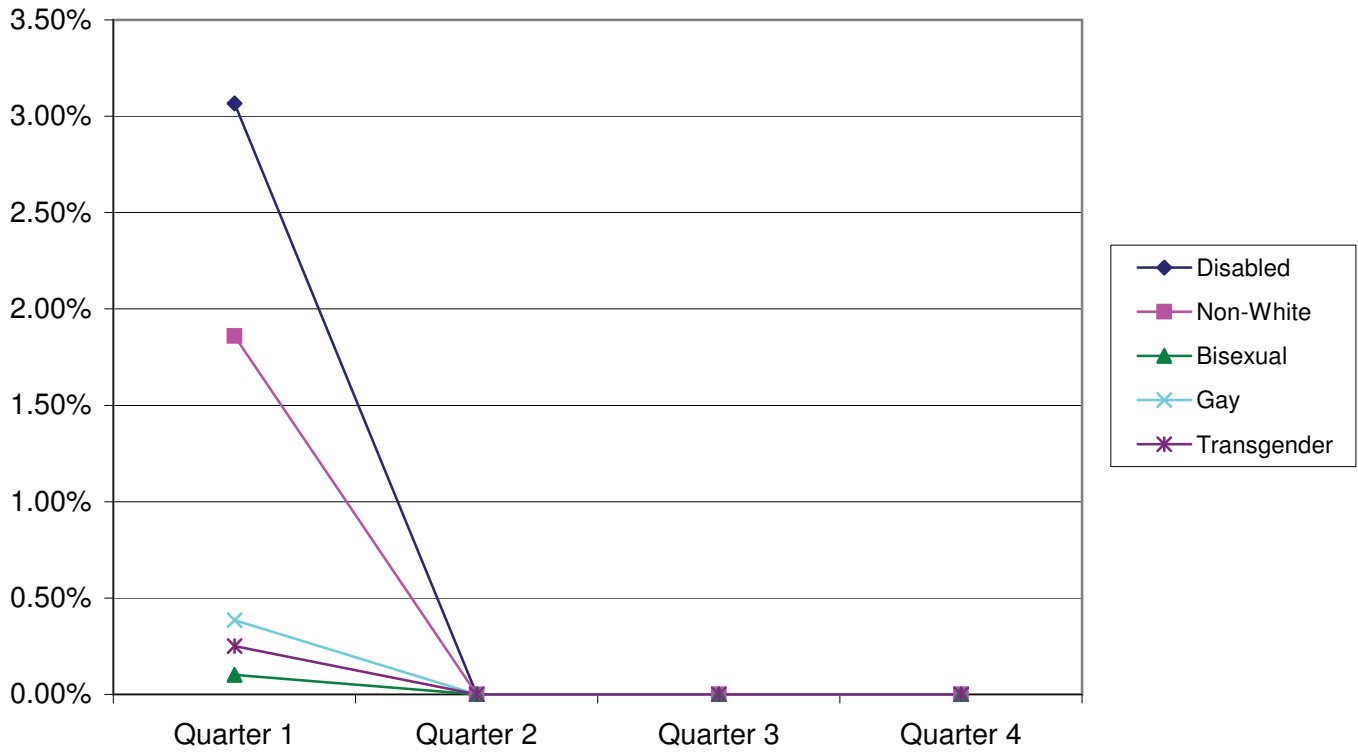
| Disability | 2009-10 Quarter 1 |             | 2010-11 |               | Quarter 1 |             | Quarter 2 |             | Quarter 3 |             | Quarter 4 |             | Total |                       |        |
|------------|-------------------|-------------|---------|---------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-------|-----------------------|--------|
|            | No                | Workforce % | No      | %             | No        | Workforce % | No        | Workforce % | No        | Workforce % | No        | Workforce % | No    | Workforce (Average) % |        |
|            |                   |             |         |               |           |             |           |             |           |             |           |             |       |                       |        |
|            | 104               | 4,245       | 2.45%   | Not Disabled  | 55        | 4,253       | 1.29%     |             |           |             |           |             | 55    | 4,253                 | 1.29%  |
|            | 6                 | 192         | 3.13%   | Disabled      | 2         | 183         | 1.09%     |             |           |             |           |             | 2     | 183                   | 1.09%  |
|            | 12                | 1,557       | 0.77%   | Not Declared  | 13        | 1,466       | 0.89%     |             |           |             |           |             | 13    | 1,466                 | 0.89%  |
|            | 12                | 27          | 44.44%  | Not Available | 35        | 66          | 53.03%    |             |           |             |           |             | 35    | 66                    | 53.03% |
|            | 134               | 6,021       | 2.23%   | Total         | 105       | 5,968       | 1.76%     | 0           | 0         | 0           | 0         | 0           | 105   | 5,968                 | 1.76%  |

| Ethnicity | 2009-10 Quarter 1 |             | 2010-11 |               | Quarter 1 |             | Quarter 2 |             | Quarter 3 |             | Quarter 4 |             | Total |                       |        |
|-----------|-------------------|-------------|---------|---------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-------|-----------------------|--------|
|           | No                | Workforce % | No      | %             | No        | Workforce % | No        | Workforce % | No        | Workforce % | No        | Workforce % | No    | Workforce (Average) % |        |
|           |                   |             |         |               |           |             |           |             |           |             |           |             |       |                       |        |
|           | 122               | 5,057       | 2.41%   | White         | 64        | 5,030       | 1.27%     |             |           |             |           |             | 64    | 5,030                 | 1.27%  |
|           | 3                 | 110         | 2.73%   | Non-White     | 1         | 111         | 0.90%     |             |           |             |           |             | 1     | 111                   | 0.90%  |
|           | 6                 | 834         | 0.72%   | Not Declared  | 9         | 782         | 1.15%     |             |           |             |           |             | 9     | 782                   | 1.15%  |
|           | 3                 | 20          | 15.00%  | Not Available | 31        | 45          | 68.89%    |             |           |             |           |             | 31    | 45                    | 68.89% |
|           | 134               | 6,021       | 2.23%   | Total         | 105       | 5,968       | 1.76%     | 0           | 0         | 0           | 0         | 0           | 105   | 5,968                 | 1.76%  |

% of Leavers by Category



### Minority Groups as % of Workforce



# In Post Analysis 2010-11 (Excluding Schools)

# Appendix H

| Employment Status | 2009-10 Quarter 1 |                     | 2010-11 |         | Quarter 1 |   | Quarter 2 |   | Quarter 3 |   | Quarter 4 |   |
|-------------------|-------------------|---------------------|---------|---------|-----------|---|-----------|---|-----------|---|-----------|---|
|                   | No                | %                   | No      | %       | No        | % | No        | % | No        | % | No        | % |
| 3,299             | 54.79%            | Permanent Full Time | 3,315   | 55.55%  |           |   |           |   |           |   |           |   |
| 2,426             | 40.29%            | Permanent Part Time | 2,318   | 38.84%  |           |   |           |   |           |   |           |   |
| 193               | 3.21%             | Permanent Job Share | 191     | 3.20%   |           |   |           |   |           |   |           |   |
| 93                | 1.54%             | Temporary Employees | 135     | 2.26%   |           |   |           |   |           |   |           |   |
| 10                | 0.17%             | Modern Apprentices  | 9       | 0.15%   |           |   |           |   |           |   |           |   |
| 6,021             | 100.00%           | Total               | 5,968   | 100.00% | 0         |   | 0         |   | 0         |   | 0         |   |

|       |         |        |       |         |  |  |  |  |  |  |  |  |
|-------|---------|--------|-------|---------|--|--|--|--|--|--|--|--|
| 1,918 | 31.86%  | Male   | 1,931 | 32.36%  |  |  |  |  |  |  |  |  |
| 4,103 | 68.14%  | Female | 4,037 | 67.64%  |  |  |  |  |  |  |  |  |
| 6,021 | 100.00% | Total  | 5,968 | 100.00% |  |  |  |  |  |  |  |  |

|       |         |               |       |         |   |  |   |  |   |  |   |  |
|-------|---------|---------------|-------|---------|---|--|---|--|---|--|---|--|
| 4,245 | 70.50%  | Not Disabled  | 4,253 | 71.26%  |   |  |   |  |   |  |   |  |
| 192   | 3.19%   | Disabled      | 183   | 3.07%   |   |  |   |  |   |  |   |  |
| 1,557 | 25.86%  | Not Declared  | 1,466 | 24.56%  |   |  |   |  |   |  |   |  |
| 27    | 0.45%   | Not Available | 66    | 1.11%   |   |  |   |  |   |  |   |  |
| 6,021 | 100.00% | Total         | 5,968 | 100.00% | 0 |  | 0 |  | 0 |  | 0 |  |

|       |         |               |       |         |   |  |   |  |   |  |   |  |
|-------|---------|---------------|-------|---------|---|--|---|--|---|--|---|--|
| 5,057 | 83.99%  | White         | 5,030 | 84.28%  |   |  |   |  |   |  |   |  |
| 110   | 1.83%   | Non-White     | 111   | 1.86%   |   |  |   |  |   |  |   |  |
| 834   | 13.85%  | Not Declared  | 782   | 13.10%  |   |  |   |  |   |  |   |  |
| 20    | 0.33%   | Not Available | 45    | 0.75%   |   |  |   |  |   |  |   |  |
| 6,021 | 100.00% | Total         | 5,968 | 100.00% | 0 |  | 0 |  | 0 |  | 0 |  |



# In Post Analysis 2010-11 (Excluding Schools)

# Appendix H

|     | 2009-10 Quarter 1 |         | 2010-11     |       | Quarter 1 |   | Quarter 2 |   | Quarter 3 |   | Quarter 4 |   |
|-----|-------------------|---------|-------------|-------|-----------|---|-----------|---|-----------|---|-----------|---|
|     | No                | %       | No          | %     | No        | % | No        | % | No        | % | No        | % |
| Age | 56                | 0.93%   | Age 16 - 19 | 31    | 0.52%     |   |           |   |           |   |           |   |
|     | 610               | 10.13%  | Age 20 - 29 | 609   | 10.20%    |   |           |   |           |   |           |   |
|     | 983               | 16.33%  | Age 30 - 39 | 960   | 16.09%    |   |           |   |           |   |           |   |
|     | 1,956             | 32.49%  | Age 40 - 49 | 1,888 | 31.64%    |   |           |   |           |   |           |   |
|     | 961               | 15.96%  | Age 50 - 54 | 992   | 16.62%    |   |           |   |           |   |           |   |
|     | 1,260             | 20.93%  | Age 55 - 63 | 1,272 | 21.31%    |   |           |   |           |   |           |   |
|     | 52                | 0.86%   | Age 64      | 64    | 1.07%     |   |           |   |           |   |           |   |
|     | 143               | 2.38%   | Age 65 Plus | 152   | 2.55%     |   |           |   |           |   |           |   |
|     | 6,021             | 100.00% | Total       | 5,968 | 100.00%   | 0 |           | 0 |           | 0 |           | 0 |

|                    | 2009-10 Quarter 1 |         | 2010-11       |       | Quarter 1 |   | Quarter 2 |   | Quarter 3 |   | Quarter 4 |   |
|--------------------|-------------------|---------|---------------|-------|-----------|---|-----------|---|-----------|---|-----------|---|
|                    | No                | %       | No            | %     | No        | % | No        | % | No        | % | No        | % |
| Sexual Orientation | 6                 | 0.10%   | Bisexual      | 6     | 0.10%     |   |           |   |           |   |           |   |
|                    | 20                | 0.33%   | Gay           | 23    | 0.39%     |   |           |   |           |   |           |   |
|                    | 2,342             | 38.90%  | Heterosexual  | 2,231 | 37.38%    |   |           |   |           |   |           |   |
|                    | 1,873             | 31.11%  | Not Declared  | 1,770 | 29.66%    |   |           |   |           |   |           |   |
|                    | 1,780             | 29.56%  | Not Available | 1,938 | 32.47%    |   |           |   |           |   |           |   |
|                    | 6,021             | 100.00% | Total         | 5,968 | 100.00%   | 0 |           | 0 |           | 0 |           | 0 |

|             | 2009-10 Quarter 1 |         | 2010-11                    |       | Quarter 1 |   | Quarter 2 |   | Quarter 3 |   | Quarter 4 |   |
|-------------|-------------------|---------|----------------------------|-------|-----------|---|-----------|---|-----------|---|-----------|---|
|             | No                | %       | No                         | %     | No        | % | No        | % | No        | % | No        | % |
| Transgender | 2,518             | 41.82%  | Gender as at Birth         | 2,372 | 39.75%    |   |           |   |           |   |           |   |
|             | 15                | 0.25%   | Gender changed since Birth | 15    | 0.25%     |   |           |   |           |   |           |   |
|             | 1,726             | 28.67%  | Not Declared               | 1,624 | 27.21%    |   |           |   |           |   |           |   |
|             | 1,762             | 29.26%  | Not Available              | 1,957 | 32.79%    |   |           |   |           |   |           |   |
|             | 6,021             | 100.00% | Total                      | 5,968 | 100.00%   | 0 |           | 0 |           | 0 |           | 0 |

# In Post Analysis 2010-11 (Excluding Schools)

## Appendix H

| 2009-10 Quarter 1 |         | 2010-11 |   | Quarter 1 |         | Quarter 2 |   | Quarter 3 |   | Quarter 4 |   |
|-------------------|---------|---------|---|-----------|---------|-----------|---|-----------|---|-----------|---|
| No                | %       | No      | % | No        | %       | No        | % | No        | % | No        | % |
| 67                | 1.11%   |         |   | 61        | 1.02%   |           |   |           |   |           |   |
| 103               | 1.71%   |         |   | 100       | 1.68%   |           |   |           |   |           |   |
| 8                 | 0.13%   |         |   | 8         | 0.13%   |           |   |           |   |           |   |
| 1,968             | 32.69%  |         |   | 1,873     | 31.38%  |           |   |           |   |           |   |
| 3                 | 0.05%   |         |   | 3         | 0.05%   |           |   |           |   |           |   |
| 51                | 0.85%   |         |   | 47        | 0.79%   |           |   |           |   |           |   |
| 3                 | 0.05%   |         |   | 2         | 0.03%   |           |   |           |   |           |   |
| 7                 | 0.12%   |         |   | 6         | 0.10%   |           |   |           |   |           |   |
| 11                | 0.18%   |         |   | 11        | 0.18%   |           |   |           |   |           |   |
| 10                | 0.17%   |         |   | 11        | 0.18%   |           |   |           |   |           |   |
| 0                 | 0.00%   |         |   | 0         | 0.00%   |           |   |           |   |           |   |
| 293               | 4.87%   |         |   | 286       | 4.79%   |           |   |           |   |           |   |
| 1,720             | 28.57%  |         |   | 1,624     | 27.21%  |           |   |           |   |           |   |
| 1,777             | 29.51%  |         |   | 1,936     | 32.44%  |           |   |           |   |           |   |
| 6,021             | 100.00% |         |   | 5,968     | 100.00% |           |   | 0         |   | 0         |   |

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| 2009-10 Quarter 1 |         | 2010-11 |   | Quarter 1 |         | Quarter 2 |   | Quarter 3 |   | Quarter 4 |   |
|-------------------|---------|---------|---|-----------|---------|-----------|---|-----------|---|-----------|---|
| No                | %       | No      | % | No        | %       | No        | % | No        | % | No        | % |
| 328               | 5.45%   |         |   | 278       | 4.66%   |           |   |           |   |           |   |
| 1,226             | 20.36%  |         |   | 1,123     | 18.82%  |           |   |           |   |           |   |
| 1,260             | 20.93%  |         |   | 1,279     | 21.43%  |           |   |           |   |           |   |
| 710               | 11.79%  |         |   | 829       | 13.89%  |           |   |           |   |           |   |
| 895               | 14.86%  |         |   | 743       | 12.45%  |           |   |           |   |           |   |
| 856               | 14.22%  |         |   | 855       | 14.33%  |           |   |           |   |           |   |
| 100               | 1.66%   |         |   | 164       | 2.75%   |           |   |           |   |           |   |
| 646               | 10.73%  |         |   | 697       | 11.68%  |           |   |           |   |           |   |
| 6,021             | 100.00% |         |   | 5,968     | 100.00% |           |   | 0         |   | 0         |   |

Length of Service

## Employee Interactions 2010-11 (Excluding Schools)

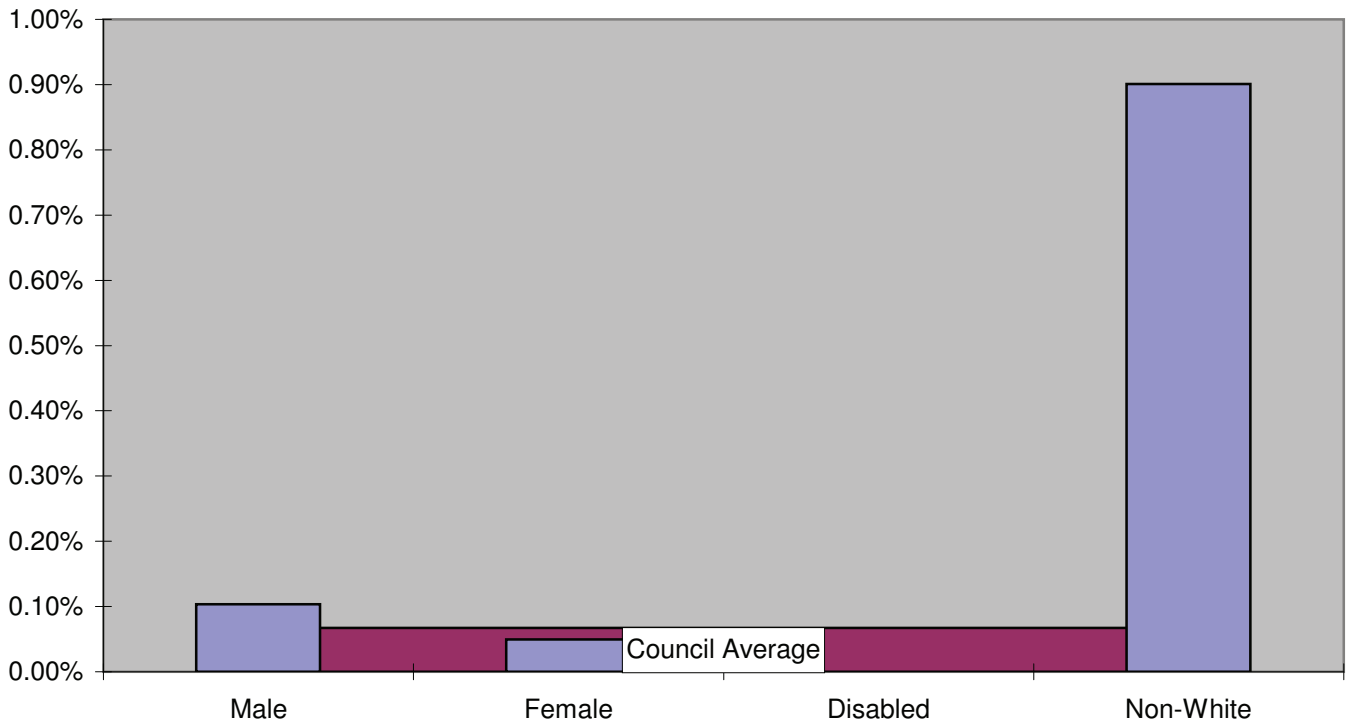
## Appendix I

|  | 2009-10 Quarter 1 |           | 2010-11 |           | Quarter 1 |           |       | Quarter 2 |           |   | Quarter 3 |           |   | Quarter 4 |           |   | Total |           |           |       |
|--|-------------------|-----------|---------|-----------|-----------|-----------|-------|-----------|-----------|---|-----------|-----------|---|-----------|-----------|---|-------|-----------|-----------|-------|
|  | No                | Workforce | %       |           | No        | Workforce | %     | No        | Workforce | % | No        | Workforce | % | No        | Workforce | % | No    | Workforce | (Average) | %     |
|  | Grievance         | 0         | 1,918   | 0.00%     | Male      | 2         | 1,931 | 0.10%     |           |   |           |           |   |           |           |   |       | 2         | 1,931     | 0.10% |
|  | 7                 | 4,103     | 0.17%   | Female    | 2         | 4,037     | 0.05% |           |           |   |           |           |   |           |           |   | 2     | 4,037     | 0.05%     |       |
|  | 2                 | 192       | 1.04%   | Disabled  | 0         | 183       | 0.00% |           |           |   |           |           |   |           |           |   | 0     | 183       | 0.00%     |       |
|  | 0                 | 110       | 0.00%   | Non-White | 1         | 111       | 0.90% |           |           |   |           |           |   |           |           |   | 1     | 111       | 0.90%     |       |
|  | 7                 | 6,021     | 0.12%   | Total     | 4         | 5,968     | 0.07% | 0         | 0         | 0 | 0         | 0         | 0 | 0         | 0         | 0 | 4     | 5,968     | 0.07%     |       |

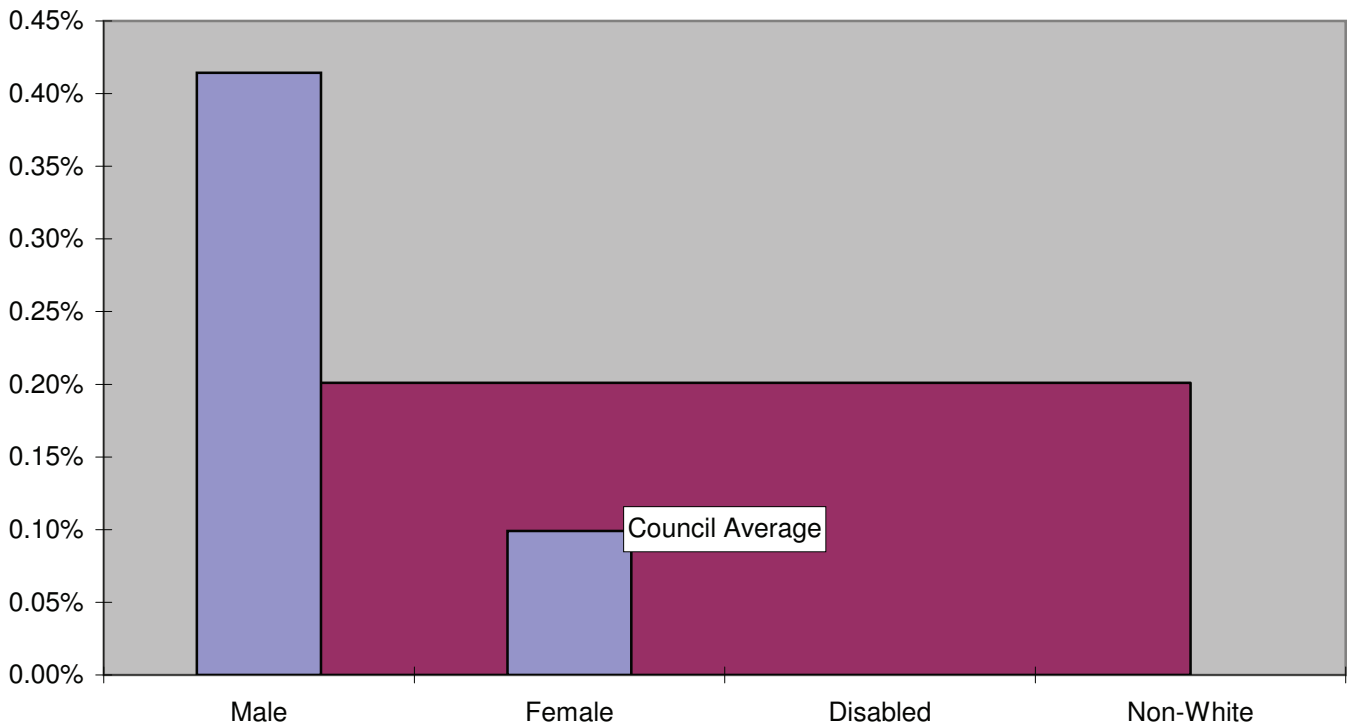
|              |   |       |       |           |    |       |       |   |   |   |   |   |   |   |   |   |    |       |       |
|--------------|---|-------|-------|-----------|----|-------|-------|---|---|---|---|---|---|---|---|---|----|-------|-------|
| Disciplinary | 3 | 1,918 | 0.16% | Male      | 8  | 1,931 | 0.41% |   |   |   |   |   |   |   |   |   | 8  | 1,931 | 0.41% |
|              | 2 | 4,103 | 0.05% | Female    | 4  | 4,037 | 0.10% |   |   |   |   |   |   |   |   |   | 4  | 4,037 | 0.10% |
|              | 0 | 192   | 0.00% | Disabled  | 0  | 183   | 0.00% |   |   |   |   |   |   |   |   |   | 0  | 183   | 0.00% |
|              | 0 | 110   | 0.00% | Non-White | 0  | 111   | 0.00% |   |   |   |   |   |   |   |   |   | 0  | 111   | 0.00% |
|              | 5 | 6,021 | 0.08% | Total     | 12 | 5,968 | 0.20% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12 | 5,968 | 0.20% |

|            | 2009-10 Quarter 1 |           | 2010-11 |           | Quarter 1 |           |        | Quarter 2 |           |        | Quarter 3 |           |        | Quarter 4 |           |        | Total |           |           |        |
|------------|-------------------|-----------|---------|-----------|-----------|-----------|--------|-----------|-----------|--------|-----------|-----------|--------|-----------|-----------|--------|-------|-----------|-----------|--------|
|            | No                | Workforce | Attend  |           | No        | Workforce | Attend | No        | Workforce | Attend | No        | Workforce | Attend | No        | Workforce | Attend | No    | Workforce | (Average) | Attend |
|            | Training          | 514       | 1,918   | 0.27      | Male      | 479       | 1,931  | 0.25      |           |        |           |           |        |           |           |        |       | 479       | 1,931     | 0.25   |
| Attendance | 1,356             | 4,103     | 0.33    | Female    | 1,599     | 4,037     | 0.40   |           |           |        |           |           |        |           |           |        | 1,599 | 4,037     | 0.40      |        |
|            | 157               | 192       | 0.82    | Disabled  | 57        | 183       | 0.31   |           |           |        |           |           |        |           |           |        | 57    | 183       | 0.31      |        |
|            | 34                | 110       | 0.31    | Non-White | 27        | 111       | 0.24   |           |           |        |           |           |        |           |           |        | 27    | 111       | 0.24      |        |
|            | 1,870             | 6,021     | 0.31    | Total     | 2,078     | 5,968     | 0.35   | 0         | 0         | 0      | 0         | 0         | 0      | 0         | 0         | 0      | 2,078 | 5,968     | 0.35      |        |

Grievance as % of Group



Discipline as % of Group



## WIRRAL COUNCIL

### EMPLOYMENT AND APPOINTMENTS COMMITTEE – 16 SEPTEMBER 2010

#### REPORT OF THE DIRECTOR OF LAW, HR AND ASSET MANAGEMENT

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#### APPEALS SUB-COMMITTEE

##### 1. Executive Summary

At the request of the Committee on 17 June, 2010 (minute 10 refers) this report has been prepared for the Committee to consider the possibility of having a pooled membership of the 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. Functions

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

- (a) To consider appeals against dismissal and final stage 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. Membership

In order to progress current appeals, the Committee on 17 June, agreed to appoint the following Members in advance of this report on a possible pooled membership:

|                           | <u>Members</u> | <u>Deputies</u>   |
|---------------------------|----------------|---|
| 1 Conservative Councillor | Mrs L Rennie   | S L Clarke<br>G J Ellis<br>C Blakeley<br>A Pritchard<br>J Hale<br>T Anderson<br>E Boulton |

1 Labour  
Councillor

G Davies

M McLaughlin  
P L Davies  
H Smith  
A E R Jones  
B Kenny  
D Roberts

1 Liberal  
Democrat  
Councillor

A Bridson (Chair)

M Johnston  
T Harney  
S A M Niblock  
G D Mitchell  
S Holbrook

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

#### 4. Pooled Membership

If the Committee wished to appoint a pool of Members, the Committee should be aware that, as with the Licensing Act 2003 Committee, which appoints itself as the pool for the Licensing Act 2003 Sub-Committee, a pool of Members would need to be politically proportionate, thus a pool of 15 would be in the ratio 6:6:3 (Conservative: Labour: Liberal Democrat).

For pools of Members from 16 – 21 (21 being the current membership total of members and deputies) the following ratios would apply:

- 16 places – 7 : 6 : 3
- 17 places – 7 : 6 : 4
- 18 places – 7 : 7 : 4
- 19 places – 8 : 7 : 4
- 20 places – 8 : 7 : 5
- 21 places – 8 : 8 : 5

A Chair could be appointed at each meeting, although it would be helpful if a spokesperson for each political group was appointed.

If the Committee is minded to appoint a pooled membership there could be occasions when the Sub-Committee is not politically proportionate, therefore the appointment of a pool of Members would need to be approved by Council with no Members voting against.

#### 5. Training for Elected Members

To ensure a consistency of approach from the membership pool, it is recommended that all Members of the pool undertake training. Whilst it is recognised that some Members have considerable experience of hearing appeals, it is timely to undertake further development to share skills and knowledge and update Members on recent employment case law.

6. Financial and Staffing Implications

None arising directly from this report.

7. 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.

8. Background Papers

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

9. Decision required:

The Committee is requested to –

(a) Either confirm the arrangements for the currently appointed Appeals Sub-Committee for 2010/11 in the ratio 1:1:1 with named deputies and Councillor A Bridson as Chair, or,

(b) Appoint a pool of Members from which an Appeals Sub-Committee of 3 Members will be drawn as and when required, with the Chair being appointed at each meeting, for the current municipal year 2010/11 and that this be referred to Council for approval.

(c) Training for Elected Members undertaking appeals takes place, as a matter of good practice to support Committee's decision.

Bill Norman  
Director of Law, HR and Asset Management

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## APPEALS SUB-COMMITTEE

Wednesday, 14 July 2010

Present: Councillor A Bridson (Chair)  
Councillor G Davies  
Deputy: Councillor T Anderson (In place of L Rennie)

### 1 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.**

### 2 DISMISSAL APPEAL

The Sub-Committee convened to consider the appeal by an employee in the former Regeneration Department against the decision of the Head of Cultural Services to dismiss her from her current post.

**Resolved - That, having considered carefully all the evidence, the Appeals Sub-Committee dismisses the appeal and upholds the decision of the Head of Cultural Services to dismiss the appellant from her post.**

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# APPEALS SUB-COMMITTEE

Monday, 23 August 2010

Present: Councillor A Bridson (Chair)

Deputies: Councillors G Ellis (in place of L Rennie)  
M McLaughlin (in place of G Davies)

## 3 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.**

## 4 DISMISSAL APPEAL

The Sub-Committee convened to consider the appeal by an employee in the Children and Young People's Department against the decision of the Head of Branch, Children's Social Care to dismiss him from his current post.

**Resolved - That, having considered carefully all the evidence, the Appeals Sub-Committee dismisses the appeal and upholds the decision of the Head of Branch, Children's Social Care, to dismiss the appellant from his post.**

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

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### **1. Executive Summary**

- 1.1 This report updates Members on the on-going management of Workforce Change and outlines progress to date on the successful redeployment of employees throughout the Council in support of the efficiency programme.

### **2. Background**

- 2.1 Wirral Council is committed to ensuring that it is able to operate efficiently and effectively within a changing financial environment, where organisational change may be necessary which may lead to a need to reduce the number of people employed in a particular service area. This report updates Members on the steps and initiatives taken to redeploy or find other resolutions for those employees currently on the redeployment register as a result of organisational change, end of fixed term contacts or ill health.

### **3. Managing Workforce Change Policies**

- 3.1 The workforce change policies are currently being reviewed and updated to ensure they are fit for purpose as the Council faces new budgetary and workforce challenges.

### **4. Agreed Savings**

- 4.1 As savings are agreed within Departments across the Council the Corporate Redeployment Team liaises with Human Resources Teams so that any changes resulting in re-structures and/or a reduction of staff can be managed through a clearly defined, supportive and structured process.

The latest estimates of savings/number of staff likely to be affected are included at Appendix 1 which is part of the exempt items.

### **5. Review of the Redeployment register**

- 5.1 The Corporate Redeployment Team undertakes regular reviews of all employees currently on the redeployment register, with a particular focus on those who are approaching 6 months on the redeployment register and those who have been on the redeployment register for over 6 months. This information is reported to Chief Officer's Management Team fortnightly. A summary of the last report is attached at Appendix 2 which is part of the exempt items.

### **6. Vacancy Matching/Priority Interviews**

6.1 The Corporate Redeployment Team continues to work with Human Resources Teams to match employees on the Council's redeployment register against vacancies as they arise and to arrange for employees to attend priority interviews and trial periods in new posts in order to secure alternative employment.

## **7. Alternative Solutions**

7.1 Consideration of alternative solutions for individual redeployees, including Early Voluntary Retirement and Voluntary Severance has been ongoing, this includes "bumped" redundancies, thereby allowing the release of non affected staff to create redeployment opportunities for staff currently at risk.

## **8. Strategic Change Programme**

8.1 Work continues with the Strategic Change Programme to determine the staffing implications for these projects.

## **9. Financial implications**

9.1 The total salary cost of the posts that have been resolved to date is £10,945,366. including on costs.

## **10. Staffing implications**

10.1 The Council has achieved major efficiency savings and delivered significant workforce change through a supportive redeployment and reskilling /retraining framework, together with the consideration of and application of early voluntary retirement/severance where appropriate.

## **11. Equal Opportunities implications**

11.1 There are none arising from this report.

## **12. Community Safety implications**

12.1 There are none arising from this report.

## **13. Local Agenda 21 implications**

13.1 There are none arising from this report.

## **14. Planning implications**

14.1 There are none arising from this report.

## **15. Anti-poverty implications**

15.1 There are none arising from this report.

## **16. Human Rights implications**

16.1 There are none arising from this report.

**17. Social Inclusion implications**

17.1 There are none arising from this report

**18. Local Member Support implications**

18.1 There are none arising from this report.

**19. Background Papers**

19.1 There are no background papers relating to this report

**20. Recommendations**

20.1 That the report be noted.

**BILL NORMAN**  
**DIRECTOR OF LAW, HR AND ASSET MANAGEMENT**

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of the Local Government Act 1972.

## Agenda Item 14

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