



Employment and Appointments Committee

Date:	Monday, 24 September 2012
Time:	6.15 pm
Venue:	Committee Room 2 - Wallasey Town Hall

Contact Officer: Andrew Mossop
Tel: 0151 691 8501
e-mail: andrewmossop@wirral.gov.uk
Website: <http://www.wirral.gov.uk>

AGENDA

1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members are asked to consider whether they have any disclosable pecuniary or non pecuniary interests in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

2. MINUTES (Pages 1 - 2)

To receive the minutes of the meeting held on 12 July, 2012.

3. MANAGING ATTENDANCE (Pages 3 - 14)

4. UPDATE ON MANAGING WORKFORCE CHANGE AND REDEPLOYMENT (Pages 15 - 20)

5. WORKFORCE MONITORING 2012/13 - QUARTER 1 (Pages 21 - 48)

6. RESTRUCTURE OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT (Pages 49 - 80)

7. MONITORING USE OF COMPROMISE CONTRACTS (Pages 81 - 84)

8. APPEALS SUB-COMMITTEE (Pages 85 - 90)

The Committee is invited to review the position in respect of the Appeals Sub-Committee's membership following the Council decision

on 16 July, 2012 not to approve minute 10 of the Committee on 7 June, 2012.

Attached are:

- Minute 10, Employment and Appointments Committee – 7 June, 2012
- Council agenda item – 16 July, 2012
- Minute 27, Council – 16 July, 2012

The Acting Director of Law, HR and Asset Management will report verbally on the position.

9. EMPLOYMENT AND APPOINTMENTS SUB-COMMITTEE MINUTES (Pages 91 - 100)

The minutes of the Employment and Appointments Sub-Committee meetings held on 14 June (two meetings) and 28 June and 4 and 5 July, 2012, are submitted for information.

10. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)

11. EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC

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

RECOMMENDED –

That in accordance with section 100A (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 the relevant paragraphs of Part 1 of Schedule 12A to that Act. The public interest test has been applied and favours exclusion.

12. EXEMPT APPENDIX - UPDATE ON MANAGING WORKFORCE CHANGE AND REDEPLOYMENT (Pages 101 - 102)

Appendix 2 to agenda item 4, exempt by virtue of paragraph 1.

13. EXEMPT APPENDIX - MONITORING USE OF COMPROMISE CONTRACTS (Pages 103 - 104)

Appendix to agenda item 7, exempt by virtue of paragraph 1.

14. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)

EMPLOYMENT AND APPOINTMENTS COMMITTEE

Thursday, 12 July 2012

Present: Councillor P Doughty (Chair)

Councillors G Davies P Kearney
P Davies AR McLachlan
M Johnston L Rennie
AER Jones

Apologies Councillor J E Green

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 MINUTES

The Committee was requested to receive the minutes of the meeting held on 7 June, 2012.

Resolved – That the minutes of the meeting held on 7 June, 2012, be approved.

19 OCCUPATIONAL HEALTH CONTRACT

The Head of HR and Organisational Development presented a report which gave options for the future delivery model for the Occupational Health Service and which sought approval for the extension of the current contract. The provision of the Occupational Health Service enabled the Council to support its employees with health issues and enabled managers to support employees appropriately.

Responding to comments from Members, the Acting Chief Executive and the Head of HR and OD stated that the service was provided for schools staff also but no formal discussions had yet been held with schools regarding new Service Level Agreements but that this did need to be reviewed and would be part of a bigger debate regarding SLAs. The proposed future delivery model would be a mixed service delivery model consisting of an in-house nurse, with external delivery of services as required and would involve the TUPE transfer of the occupational nurse potentially and appropriate administrative staff and

the legal advice in respect of this TUPE transfer would be circulated to Members.

The anticipated financial savings of a mixed service delivery model were projected to be approximately £50k per annum.

Resolved –

(1) That the move to a mixed service delivery model with the transition of an in-house nurse led Occupational Health Service, be approved.

(2) That the Council formally open consultations for the TUPE transfer with the following staff, in addition to the relevant Trade Unions:

- **Occupational Health Nurse**
- **Administration staff**

and that the service with in-house staff is managed as part of the Health, Safety and Resilience Team.

(3) To re-tender for the following specialist occupational health services:

- **The occupational health physician (doctor) services;**
- **Physiotherapy**
- **Counselling**
- **Employee Assistance Programme.**

(4) To revisit the possibility of a new post of an additional Occupational Health Nurse/Welfare Officer through delegated responsibilities at a later stage.

(5) To extend the current Occupational Health Contract until the new service delivery model is in place for an initial 3 months with a contingency of a further 3 months if required.

WIRRAL COUNCIL

EMPLOYMENT AND APPOINTMENTS COMMITTEE

24 SEPTEMBER 2012

SUBJECT:	MANAGING ATTENDANCE
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, HR AND ASSET MANAGEMENT
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR ADRIAN JONES
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

1.1 PURPOSE OF THE REPORT

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

2.0 RECOMMENDATION/S

2.1 The Employment and Appointments Committee is asked to:

- Note the content of the report and current sickness absence data.

3.0 REASON/S FOR RECOMMENDATION/S

3.1 To update The Employment and Appointments Committee on ongoing improvements.

4.0 BACKGROUND AND KEY ISSUES

4.1 Analysis of Performance

The final outturn BVPI absence figure for the year to 31st March 2012 was 9.52 days (see Appendix 1) demonstrating a significant reduction in absence from 2010/11's figure of 10.22 days.

A breakdown of sickness absence figures for Quarter One and comparative data for 2009/10 and 2010/11 and 2011/12, by quarter and by full year, is shown at Appendix 1.

- 4.1.1 Although sickness absence figures for 2011/12 have improved significantly, Quarter One figures for 2012/13 are disappointing (2.46 days) showing an increase on last years figure of 2.14 days but an improvement on the previous two years (2.52, 2.49). With the exception of Teachers and Managed Schools, all departments have shown an increase for Quarter One with the Department of Adult Social Services showing the highest increase (4.17 days for 2012/13 compared with 2.77 for 2011/12).
- 4.1.2 We reported to September 2011's Employment & Appointments Committee the absence levels in The Department of Adult Social Services, reasons for absence and actions to be taken forward to address higher than average sickness levels within the department. The end of year figure for DASS for 2011/12 was 15.03 days, a significant improvement of nearly 3 days per employee on the 2010/11 figure of 17.93 days per employee.

4.2 Reasons for Absence

Appendix 2 shows the reasons and the rank order for absence for the Council as a whole together with a breakdown by department. Appendix 3 shows this information based on Quarter One absence figures. The tables show that mental health issues continue to be the most frequent cause of absence across the Council. This includes anxiety, stress and depression.

4.3 Benchmarking Data

North West Employers have recently published the North West region's sickness absence figures for District, County, Metropolitan and Unitary Councils. The average sick days figure per FTE for 2011/12 including schools for County, Metropolitan and Unitary Councils was 8.66 days, a reduction on last year's benchmark figure of 9.15 days.

4.4 Improving Performance

- 4.4.1 The Council's revised Attendance Management Policy and Procedure and Health and Well Being Framework were approved at The Employment and Appointments Committee on 23 March 2011, and the policy implemented from April 2011. These initiatives have started to show some improvement in levels of attendance which have been reflected in the improved outturn figures for 2011/12 of 9.52 days,. However as outlined above Quarter 1 figures are disappointing and we need to continue to drive performance, lower the rates of absence, apply the policy and deliver the well being agenda to maintain the momentum.
- 4.4.2 A case management system has recently been developed and introduced across the authority to ensure consistent management, monitoring and reporting of case work including those related to sickness absence from work. This enables us to better target trends and issues across the workforce.

4.4.3 The move to specialist HR teams will enable us to better prioritise the targeting of support for managers to manage absence appropriately.

4.4.4 Further detailed proposals are being considered to review the current offer of stress management tools for managers and employees. The current tools are as follows:-

- Stress Awareness E-learning for staff and managers
- Attendance Management E-learning
- 30 Days to Fantastic Management
- Stress Risk Assessment
- Employee Assistance Programme
- Occupational Health
- Targeted support for managers through Stress Focus Groups

4.5. Employee Health and Well Being

Work continues to deliver the health and well being agenda across the authority. A report was taken to Executive Team in August to outline key achievements for the last twelve months.

The Fit4Wirral Implementation Plan for 2012/13 has been agreed and work has commenced to deliver key actions during the next 12 months with a range of partners.

The John Parry Memorial Trophy Pedometer Challenge commences this month to encourage staff to get active and walk as many steps as possible during a four week period. This year, Wirral Council staff will compete against NHS Wirral employees for the John Parry Memorial Shield. Uptake for the challenge which started on 3rd September has been excellent with double the amount of participants signing up so far this year.

5.0 RELEVANT RISKS

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

6.0 OTHER OPTIONS CONSIDERED

6.1 None

7.0 CONSULTATION

7.1 Consultation with the Trade Unions has taken place regarding the revised Attendance Management Policy.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

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

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

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

10.0 LEGAL IMPLICATIONS

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

11.0 EQUALITIES IMPLICATIONS

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

11.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? No

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

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are no implications arising out of this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

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

REPORT AUTHOR: Tony Williams
Acting Employee Relations Manager
Telephone: (0151) 691 8678
Email: tonywilliams@wirral.gov.uk

APPENDICES

Appendix 1	BVPI Absence figures by Quarter for Departments
Appendix 2	Reasons for Absence across the Council and by department by percentage of days lost, with rank order for 2011/12
Appendix 3	Reasons for Absence across the Council and by department by percentage of days lost, with rank order for Quarter 1 2012/13

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
A Managing Attendance Report is submitted to The Employment and Appointments Committee quarterly	
The Employment and Appointments Committee	23 June 2012

Absence figures by Quarter for Departments based on BVPI formula (29 August 2012)

Department	2006-07		2007-08				2008-09				2009-10				2010-11				2011-12				2012-13											
	Year	Year	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4			
Adult Social Services	18.23	16.73	5.38	5.51	6.64	5.67	23.21	4.87	4.57	5.57	4.94	19.95	3.82	4.36	4.85	4.90	17.93	2.77	3.29	4.74	4.23	15.03	4.17											18.13
Children and Young People	8.72	10.61	2.95	2.37	3.18	2.97	11.47	2.58	2.10	3.12	2.74	10.53	2.73	2.16	3.07	2.97	10.94	2.69	2.15	2.70	2.93	10.47	2.85											12.38
Finance	9.31	9.95	2.41	2.94	3.87	3.34	12.55	2.78	3.13	4.09	4.14	14.14	2.93	2.98	3.13	2.69	11.73	1.73	2.04	2.83	2.67	9.28	2.10											9.13
Law, HR & Asset Management	N/A	N/A	1.80	2.52	2.67	2.42	9.41	1.93	1.64	2.11	2.34	8.02	2.87	2.34	2.07	1.78	9.07	1.32	2.78	3.26	3.09	10.45	2.20											9.56
Regeneration, Housing & Planning	5.82	7.28	1.67	1.65	3.03	2.21	8.56	1.46	1.64	2.05	1.51	6.66	1.82	1.95	3.03	1.82	8.62	1.69	1.35	2.54	2.86	8.44	1.79											7.77
Technical Services	8.41	9.10	2.87	3.73	3.96	3.65	14.21	3.10	3.09	3.17	3.59	12.94	2.54	2.85	3.04	2.07	10.50	2.45	3.30	3.30	3.36	12.41	3.31											14.36
Teachers	6.33	5.43	1.88	1.04	2.49	2.31	7.72	1.43	0.68	1.73	1.68	5.52	1.58	0.79	1.88	1.97	6.21	1.49	0.72	1.55	2.20	5.96	1.46											6.32
Managed Schools	7.52	9.95	2.10	2.10	2.10	2.10	8.39	2.13	2.13	2.13	2.13	8.54	2.53	2.53	2.53	2.53	10.12	2.52	2.52	2.52	2.52	10.09	2.52											10.95
Total	9.21	9.79	2.76	2.49	3.40	3.08	11.74	2.49	2.11	2.97	2.79	10.35	2.52	2.16	2.85	2.70	10.23	2.19	1.94	2.59	2.80	9.52	2.46	2.19	2.90	3.13	2.90	2.19	2.46	2.19	2.90	3.13	10.67	
Actuals at scheduled time	9.21	9.79					10.10					8.80					10.22					9.23											9.50	
Target	9.40	8.90					8.50					10.00					9.80					9.80											9.50	
Change		6.3%					19.9%					-11.8%					-1.2%					-6.9%											12.1%	

Notes

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

This page is intentionally left blank

Absence Reason Ranking 2011-12 (Excluding Teachers)

Absence Reason	Council		Adult Social Services		Children's Department		Finance		Law, HR and Asset Management		Regeneration, Housing and Planning		Technical Services	
	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank
Mental Health	29%	1	39%	1	27%	1	32%	1	28%	1	36%	1	22%	1
Medical Procedures	11%	2	10%	2	13%	2	8%	5	11%	3	12%	3	8%	5
Muscular/Skeletal Problems (exc Back)	11%	3	8%	3	11%	3	9%	4	11%	2	6%	6	19%	2
Abdominal Problems (inc Digestive Tract)	9%	4	7%	5	9%	4	10%	3	6%	6	7%	5	10%	3
Ear, Nose and Throat Problems	7%	5	7%	4	6%	6	12%	2	7%	5	13%	2	6%	7
Back Problems	6%	6	5%	8	6%	5	5%	6	5%	8	10%	4	9%	4
Respiratory Problems	5%	7	5%	7	6%	7	5%	7	2%	11	2%	11	5%	8
Cancer	5%	8	5%	6	5%	8	2%	10	2%	12	3%	9	4%	9
Neurological/Central Nervous System	4%	9	1%	13	4%	9	2%	12	2%	13	5%	7	7%	6
Infectious Disease	3%	10	3%	10	3%	10	3%	8	3%	10	3%	8	1%	13
Blood Disorders	2%	11	0%	19	2%	11	2%	11	9%	4	0%	19	0%	20
Heart Problems	2%	12	4%	9	1%	15	1%	17	1%	18	0%	20	4%	10
Skin Problems	1%	13	0%	18	1%	13	3%	9	5%	7	1%	12	0%	16
Gynaecological Problems	1%	14	1%	11	1%	12	1%	15	1%	16	1%	13	0%	18
Other	1%	15	1%	14	1%	17	0%	19	5%	9	2%	10	0%	19
Urinary Tract Disorders	1%	16	0%	20	1%	14	1%	16	1%	17	1%	14	1%	12
Pregnancy Related Problems	1%	17	1%	16	1%	16	1%	14	1%	15	0%	15	0%	17
Eye Problems	1%	18	1%	15	0%	20	2%	13	2%	14	0%	18	0%	15
Work Party Injury	1%	19	1%	12	0%	21	0%	21	0%	20	0%	20	2%	11
Mouth Problems (inc Teeth)	0%	20	0%	17	0%	19	0%	20	0%	19	0%	16	1%	14
Glandular/Metabolic Disorders	0%	21	0%	22	0%	18	1%	18	0%	21	0%	17	0%	21
Alcohol Related Problems	0%	22	0%	21	0%	22	0%	21	0%	22	0%	20	0%	22

This page is intentionally left blank

Absence Reason Ranking 2012-13 Q1 (Excluding Teachers)

Absence Reason	Council		Adult Social Services		Children & Young People's Department		Finance		Law, HR and Asset Management		Regeneration, Housing and Planning		Technical Services	
	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank	% of Total	Rank
Mental Health	32%	1	32%	1	30%	1	33%	1	25%	1	63%	1	32%	1
Medical Procedures	12%	2	17%	2	11%	2	9%	4	15%	2	4%	6	9%	4
Muscular/Skeletal Problems (exc Back)	11%	3	8%	3	11%	3	4%	9	9%	3	4%	4	20%	2
Abdominal Problems (inc Digestive Tract)	7%	4	4%	8	9%	4	7%	6	5%	9	4%	3	5%	5
Back Problems	6%	5	4%	9	6%	5	10%	3	2%	13	3%	8	13%	3
Ear, Nose and Throat Problems	6%	6	6%	5	5%	7	11%	2	6%	6	7%	2	4%	6
Respiratory Problems	5%	7	7%	4	6%	6	4%	8	6%	8	0%	14	3%	8
Cancer	4%	8	5%	6	5%	9	7%	5	7%	4	0%	15	0%	19
Neurological/Central Nervous System	4%	9	4%	10	5%	8	2%	12	3%	10	4%	5	1%	14
Infectious Disease	3%	10	1%	13	4%	10	2%	11	3%	12	4%	5	1%	14
Gynaecological Problems	1%	11	0%	19	2%	11	1%	14	0%	18	3%	7	1%	13
Heart Problems	1%	12	5%	7	1%	17	0%	19	0%	18	1%	11	0%	17
Blood Disorders	1%	13	1%	17	1%	12	0%	20	7%	4	0%	15	2%	10
Skin Problems	1%	14	1%	12	1%	13	2%	10	1%	15	0%	15	0%	18
Urinary Tract Disorders	1%	15	1%	16	1%	16	1%	16	6%	7	0%	10	0%	20
Mouth Problems (inc Teeth)	1%	16	1%	15	1%	18	1%	15	1%	14	0%	15	0%	18
Pregnancy Related Problems	1%	17	0%	21	1%	14	1%	13	1%	15	2%	9	3%	7
Eye Problems	1%	18	1%	14	0%	21	0%	17	0%	17	1%	12	0%	22
Cardiac/Metabolic Disorders	1%	19	0%	20	1%	15	0%	20	0%	18	0%	15	0%	21
Trauma/Party Injury	1%	20	0%	18	0%	19	0%	18	0%	18	0%	15	0%	12
Alcohol Related Problems	0%	21	0%	21	0%	22	0%	20	0%	18	0%	15	1%	15
Other	0%	22	2%	11	0%	20	5%	7	3%	11	1%	12	0%	16

This page is intentionally left blank

WIRRAL COUNCIL

THE EMPLOYMENT AND APPOINTMENTS COMMITTEE

24 SEPTEMBER 2012

SUBJECT:	UPDATE ON MANAGING WORKFORCE CHANGE AND REDEPLOYMENT
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, HR AND ASSET MANAGEMENT
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report provides an update for Members in relation to the on-going management of workforce change, and outlines progress to date on the successful redeployment of employees throughout the Council.
- 1.2 Appendix 2 – Information on redeployees on the Redeployment register is exempt, by virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 Wirral Council's Redeployment Policy seeks to redeploy staff who are at risk or who are displaced from their role for the following reasons:
 - i) Organisational Change
 - ii) End of a fixed term contract
 - iii) Due to a disability related condition, where redeployment if possible is recommended

3.0 CURRENT POSITION

- 3.1 There are currently 14 employees on the redeployment register. Since The Employment and Appointments Committee in June 2012, when there were 6 people on the register, 5 employees have been resolved as follows:
 - 3 – Redeployed / New post
 - 1 – Contract ended
 - 1 – Other
- 3.2 Since the last update further reviews on the status of those individuals on the Redeployment Register have taken place to ensure all steps are being taken to progress suitable redeployment or to explore other options. Since the last update, 13 employees have been placed on the register and meetings have taken place to look at options for those individuals. A number of individuals are coming to the end of their fixed term contracts and will therefore be removed from the register.

- 3.3 There are 3 people who have been on the register for over 3 months. The individual's situations are quite complex as 2 of them are on the register due to not being able to carry out their role due to their disability. The other individual has also experienced ill-health since being placed on the register which again has made it more difficult to redeploy as they were absent from work. We are currently working with those individuals to look at options to redeploy them or resolve their situation.

More information on all redeployees on the register is detailed in Appendix 2, which is shown as an exempt item.

3.0 RELEVANT RISKS

- 3.1 There are no relevant risks.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 None

5.0 CONSULTATION

- 5.1 No consultation took place in relation to this report.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 6.1 None

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

- 7.1 There are no implications for voluntary, community and faith groups.

8.0 LEGAL IMPLICATIONS

- 8.1 None

9.0 EQUALITIES IMPLICATIONS

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

(a) Yes

Equality Impact Assessments were conducted on all revised workforce change policies and the impact on employees redeployed which can be found using the following link:

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

10.0 CARBON REDUCTION IMPLICATIONS

- 10.1 None

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 11.1 None

12.0 RECOMMENDATION/S

12.1 That the report be noted.

13.0 REASON/S FOR RECOMMENDATION/S

13.1 This report updates Members on the steps taken to redeploy or find other resolutions for those employees currently on the redeployment register.

REPORT AUTHOR: Susie Warwick
Principal Human Resources Officer
Telephone 0151 691 8586
Email: susiewarwick@wirral.gov.uk

APPENDICES

Appendix 1 - Corporate Redeployment Register Update.

EXEMPT Appendix 2 – Information on redeployees on the Redeployment register

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
The Employment and Appointments Committee	This report is a regular Committee item and is reported frequently to The Employments and Appointments Committee.

This page is intentionally left blank

Corporate Redeployment Register - Update 14 September 2012**Number of employees on corporate redeployment register by department:**

Categories:

Organisational Change –OC, Disability – DDA and Fixed Term – FT

Department	14/9/2012	14/9/12 – sub totals by category			Months on Register					
		OC	DDA	FT	18+	12 to 17	7 to 11	4 to 6	2 to 3	Less than 2
Regeneration, Housing and Planning	0	0	0	0	0	0	0	0	0	0
CYPD	6	5	1	0	0	1	0	0	1	4
DASS	1	0	1	0	0	0	0	1	0	0
Finance	1	0	0	1	0	0	0	0	0	1
Law, HR and Asset Management	6	0	1	5	0	0	0	1	0	5
Technical Services	0	0	0	0	0	0	0	0	0	0
Total	14	5	3	6	0	1	0	2	1	10
		Total = 14								

This page is intentionally left blank

WIRRAL COUNCIL

THE EMPLOYMENT & APPOINTMENTS COMMITTEE

24 SEPTEMBER 2012

SUBJECT:	WORKFORCE MONITORING 2012/13 - QUARTER 1
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, HR & ASSET MANAGEMENT
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report contains a summary of the monitoring and analysis of the Council's workforce for 2012/13 quarter one and the proposed outcomes and actions to be taken as a result. The Summary Report (Appendix B) and Statistical Data Tables (Appendices C to I) fulfils the Council's specific employment duties in relation to employment for race, gender and disability.
- 1.2 The Statistical Data Table shows the report for 2012/13 and the Summary Report includes comparative data for 2011/12.

2.0 BACKGROUND AND KEY ISSUES

- 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. An action plan for 2012/3 is pending publication following appointment, by Cabinet, of the Equality and Diversity portfolio holder which aims to mainstream all nine protected characteristics in employment and service delivery:

- gender (including transgender)
- disability
- race
- sexual orientation
- age
- religion or belief
- pregnancy and maternity
- marriage and civil partnerships

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 and the proposed outcomes and actions to be taken as a result are shown in Appendix A.

The purpose of the 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 Public Sector Equality Duty (Equality Act 2010).

This workforce monitoring report and summary does not include Teachers.

The annual Workforce Monitoring Summary and Analysis report is available to the public on the Council's website.

3. PUBLIC SECTOR EQUALITY DUTY

3.1 The duty required the Council to publish workforce information by 31 January 2012. This was presented to Employment and Appointments committee on 30 January 2012.

3.2 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 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

Further will need to be undertaken to meet the new requirements:

- Return to work rates after maternity leave
- Time on pay grade
- Civil partnerships
- Performance appraisal outcomes

3.3 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 mid 2013.

4.0 RELEVANT RISKS

4.1 Without workforce monitoring data and analysis the Council would not have a useful tool to measure whether its equality and human resources policies and practices are effective or to identify and remedy any potential discrimination. It would also be unable to fulfil the Council's statutory employment duties and national and local indicators.

5.0 OTHER OPTIONS CONSIDERED

5.1 Workforce Monitoring must be undertaken to fulfil the Council's statutory obligations.

6.0 CONSULTATION

6.1 Consultation takes place concerning the actions arising from the report with the Corporate Equality Cohesion and other groups.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 The opportunity to involve organisations representing the community are taken where appropriate for example the Council's recruitment practices.

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

8.1 There are none arising from this report.

9.0 LEGAL IMPLICATIONS

9.1 The purpose of the Workforce Monitoring report is to inform the Employment & Appointments Committee of the Council's performance in meeting the specific employment duties (detailed in 4.2) of the former Equality Schemes for Race, Disability and Gender which have now been replaced by the Public Sector Equality Duty (Equality Act 2010).

10.0 EQUALITIES IMPLICATIONS

- 10.1 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 also reports 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.

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.

- 10.2 Equality Impact Assessment (EIA)
Is an EIA required? Yes

An EIA has been undertaken on the Workforce Monitoring Policy and can be found at the link below. The Workforce Monitoring Report and Summary enables the Council to monitor the effectiveness of the Policy and identify any potential inequalities and propose actions if necessary.

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/law-human-resources-and-asset>

11.0 CARBON REDUCTION IMPLICATIONS

- 11.1 There are none arising from this report.

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 12.1 There are none arising from this report.

13.0 RECOMMENDATION/S

- 13.1 That members note the findings of the Summary Report.

14.0 REASON/S FOR RECOMMENDATION/S

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

REPORT AUTHOR: Chris Hyams
Head of Human Resources and Organisational Development
 telephone: (0151 691 8590)
 email: chrishyams@wirral.gov.uk

APPENDICES

Appendix A - Index of Appendices B to I

REFERENCE MATERIAL

The following documents were used in the preparation of this report.

- 2012/13 Workforce Monitoring Statistics (Excluding Schools)
- 2012/13 Recruitment Analysis Statistics (Excluding Teachers)
- 2012/13 Disciplinary and Grievance Statistics (Excluding School)
- 2012/13 Training Statistics (Excluding Schools)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
The Employment & Appointments Committee (Workforce – Annual 2011/12)	7 th June 2012
(Workforce – 1 st Apr to 30 th Sep 2011/12)	22 nd November 2011
(Workforce – Annual 2010/11)	29 th September 2011
(Workforce - 1 st Oct to 31 st Dec 2010/11 Q3)	23 rd March 2011
(Workforce - 1 st Jul to 30 th Sep 2010/11 Q2)	23 rd November 2010
(Workforce - 1 st Apr to 30 th Jun 2010/11 Q1)	16 th September 2010
(Workforce –Annual 2009/10)	17 th June 2010
(Workforce – 1 st Oct to 31 st Dec 2009/10 Q3)	30 th March 2010
(Workforce – 1 st Jul to 30 th Sep 2009/10 Q2)	26 th January 2010
(Workforce – 1 st Apr to 30 th Jun 2009/10 Q1)	15 th September 2009

Index of Appendices

- A) Index of Appendices
- B) Report: Summary of Monitoring and Analysis of the Workforce (Excluding Schools)
- C) Table: Recruitment Analysis (Externally advertised posts, excluding Teachers)
- D) Chart: Shortlisting and Appointment Rate (Excluding Teachers)
- E) Table: Leaver Analysis (Excluding Schools)
- F) Charts: Minority Groups (Excluding Schools)
Percentage of Leavers by Category
Minority Groups as a Percentage of the Workforce
- G) Table: In Post Analysis (Excluding Schools)
- H) Table: Employee Interactions (Excluding Schools)
- I) Chart: Employee Interactions (Excluding Schools)
Grievance and Discipline
Training attendances

1 Summary of Monitoring and Analysis of the Workforce 2012/13.

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

An adjustment to the previously reported Quarter is also made to reflect a more accurate picture and accommodate processing times for employee data. Where necessary any adjustments of note are referred to within the summary.

A summary of the workforce statistics for 2012/13 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. 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 Shortlisting and Appointment Rates Chart (Appendix D).

- 2.2.1 **Shortlisted** - Divergence below the norm (20.1%) was significant for Male (11.39%), disabled (12.5%) and non-white (12.5%) candidates. During this period Female candidates had the highest rate (38.64%) of being shortlisted.

- 2.2.2 **Appointed** – Groups below the norm (4.6%) are Males (1.78%) and disabled (0%). The highest rate for being appointed was female (10.61%).

2.3 Action

The low success rates for disabled applicants will continue to be monitored.

3 Leavers (Appendices E and F)

- 3.1 The Leaver Analysis (Appendix E) shows the number of leavers 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).

None of the categories with information available show significant divergence from the norm (1.66%).

3.3 Action

Monitoring of these figures will give clearer indications of improvements retention rates for employees with disabilities and from non-white backgrounds. The high figures in the Not Available category support the need to undertake a further audit of the workforce,

4 Employees in Post (Appendices F and G)

- 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 proportions have remained relatively consistent in comparison last year. 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 last year.
- 4.2.3 **Disability** – Again there is no significant change in the profile from last year with employees declaring a disability making up 3.12% of the workforce.
- 4.2.4 **Ethnic Origin** – the number of employees declaring they are from a white ethnic origin represents 85.69% of the total workforce, 2.06% are from a non-white ethnic origin and 12.17% have chosen not to declare.
- 4.2.5 **Age** – The age profile shows only small movements from the previous year, however, the number of employees over 55 shows a marginal increase from 20.03% to 20.9%. 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.

4.2.6 Sexual Orientation – the majority of those making a declaration are heterosexual (39.98%). A small population of the workforce have declared that they are Gay (0.60%) or Bisexual (0.12%). 32.62% of the workforce have not been surveyed yet. However, of those surveyed 26.67% have chosen not to declare which is a significant proportion of the workforce.

4.2.7 Transgender - the number of employees who declared their gender is the same as at birth is 35.2%, gender changed since birth is 0.23% but the original phrasing of this question was changed during the survey process due to feedback on ambiguous wording. 25.25% of the workforce did not wish to declare and 39.32% are still to be surveyed.

4.2.8 Religion or Belief – 36.4% of the workforce have declared a religion or belief, 6.72% do not have a religion or belief, 24.53% have chosen not to declare and 32.35% of the workforce have not been surveyed yet. The highest religion group is Christian 31.85% (including Church of England, Catholic, Protestant and all other Christian denominations).

4.2.9 Length of service – The largest service category continues to be five - nine years (26.15%) although 10-14 years service (16.25%) is now in second place from the one to four years category (15.56%). 27.31% have served for over 20 years.

4.2.10 Equality Strands

Minority Groups as a Percentage of the Workforce can be compared in on the chart at Appendix F. Whilst approximately a third 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 2011/12

All the trends are relatively consistent with the previous year.

4.2.12 Forecast

No significant changes to the makeup of the workforce are anticipated for the remainder of the year.

The number of employees in Not Available categories should reduce following a further workforce survey before year end.

4.3 Action

The next Workforce Monitoring Survey is scheduled to be undertaken during 2012/13. This will give us the opportunity to:

- 1) redefine the categories that we are monitoring the workforce against the protected characteristics as defined by the Equality Duty.
- 2) collect data on the new characteristics not currently monitored.
- 3) communicate the purpose of the monitoring data to improve the level of response.

5 Employee Interactions:

5.1 The following data has been categorised under 'Employee Interactions'. The numbers of discipline and grievances in the workplace is detailed with analysis 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 H and I)

5.2.1 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 I).

This report shows only a marginal difference between genders in percentage of grievance cases.

During quarter one of 2012/13, 0.23% of the total workforce have had a grievance resolved.

Of these cases none with from the disabled or non-white groups.

5.2.3 Action

Analysis of the issues and trends behind grievances will continue to be monitored closely.

5.3 Disciplinary (Appendices H and I)

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

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 I).

On average, 0.27% of the total workforce have been disciplined during quarter one of 2012/13. The historical trend of the proportion of men being over double that of the figure for women continues. It is of concern that after

only 25% of the year the number of cases is at 69% of the total for the previous year. This may be as a result of the improved reporting following the introduction of a case management system (see Employee Relations Performance Report on this agenda) but will continue to be monitored.

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 H and I)

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

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

Previous reports have shown that female employees were more likely to apply for and receive training. This reversed in 2011/12 but has returned to be the case so far this year. The number of disabled receiving training is marginally lower than the norm. The number of non-white employees receiving training shows the highest increase above the norm.

5.4.3 Action

Continue to monitor training delivery to ensure there are no discriminatory practices.

6 Key Outcomes, Actions and Progress

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

6.1.2 Recruitment

Recruitment controls are in effect and account for the overall low number of appointments. It is expected that the recruitment controls will remain in place for the foreseeable future and therefore less posts will be advertised and recruited to (2.3).

6.1.3 Leavers

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

6.1.4 Employees In Post

To undertake Workforce Monitoring Survey during 2012/13 to provide the Council with improved data.

To explore how development opportunities can be accessed by minority groups of existing employees (4.3).

6.1.5 Grievance

Analysis of the issues and trends behind grievances will continue to be monitored closely (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 will also continue to be undertaken (5.3.3).

6.1.7 Training

Work will continue to promote these opportunities to disabled and non-white employees (5.4.3).

Recruitment Analysis 2012-13 (Advertised Posts Excluding Teachers) Appendix C

	2011/12		2012-13		Actual Quarter 1			Actual Quarter 2			Actual Quarter 3			Actual Quarter 4			Total	
	No.	% of Applied	Norm		No.	% of Applied	Norm	No.	% of Applied	Norm	No.	% of Applied	Norm	No.	% of Applied	Norm	No.	% of Applied
All Applicants	4,153			Applied	413									413				
	868	20.90%	20.90%	Shortlisted	83	20.10%	20.10%							83	20.10%	20.10%		
	202	4.86%	4.86%	Appointed	19	4.60%	4.60%							19	4.60%	4.60%		

Male	1,653			Applied	281									281				
	276	16.70%	20.90%	Shortlisted	32	11.39%	20.10%							32	11.39%	20.10%		
	52	3.15%	4.86%	Appointed	5	1.78%	4.60%							5	1.78%	4.60%		

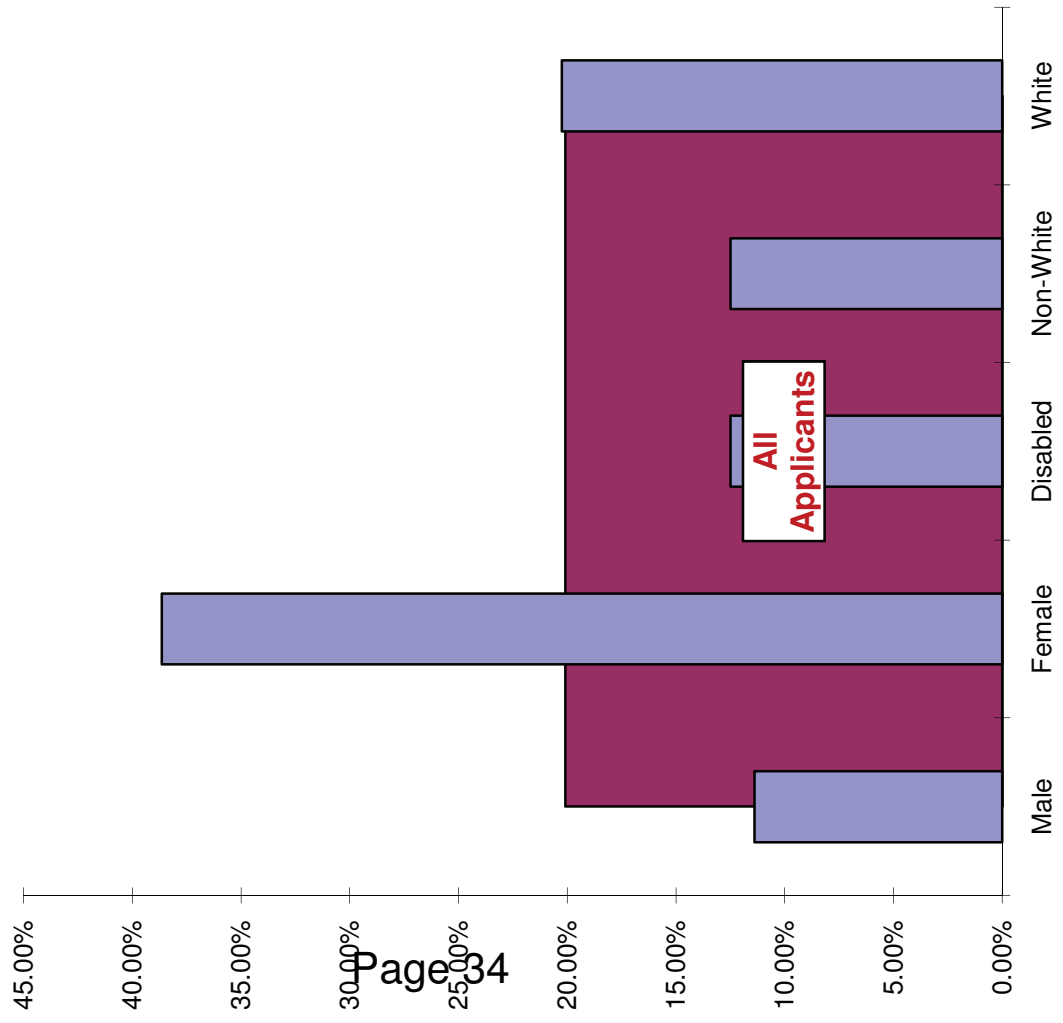
Female	2,500			Applied	132									132				
	592	23.68%	20.90%	Shortlisted	51	38.64%	20.10%							51	38.64%	20.10%		
	150	6.00%	4.86%	Appointed	14	10.61%	4.60%							14	10.61%	4.60%		

Disabled	161			Applied	24									24				
	37	22.98%	20.90%	Shortlisted	3	12.50%	20.10%							3	12.50%	20.10%		
	5	3.11%	4.86%	Appointed	0	0.00%	4.60%							0	0.00%	4.60%		

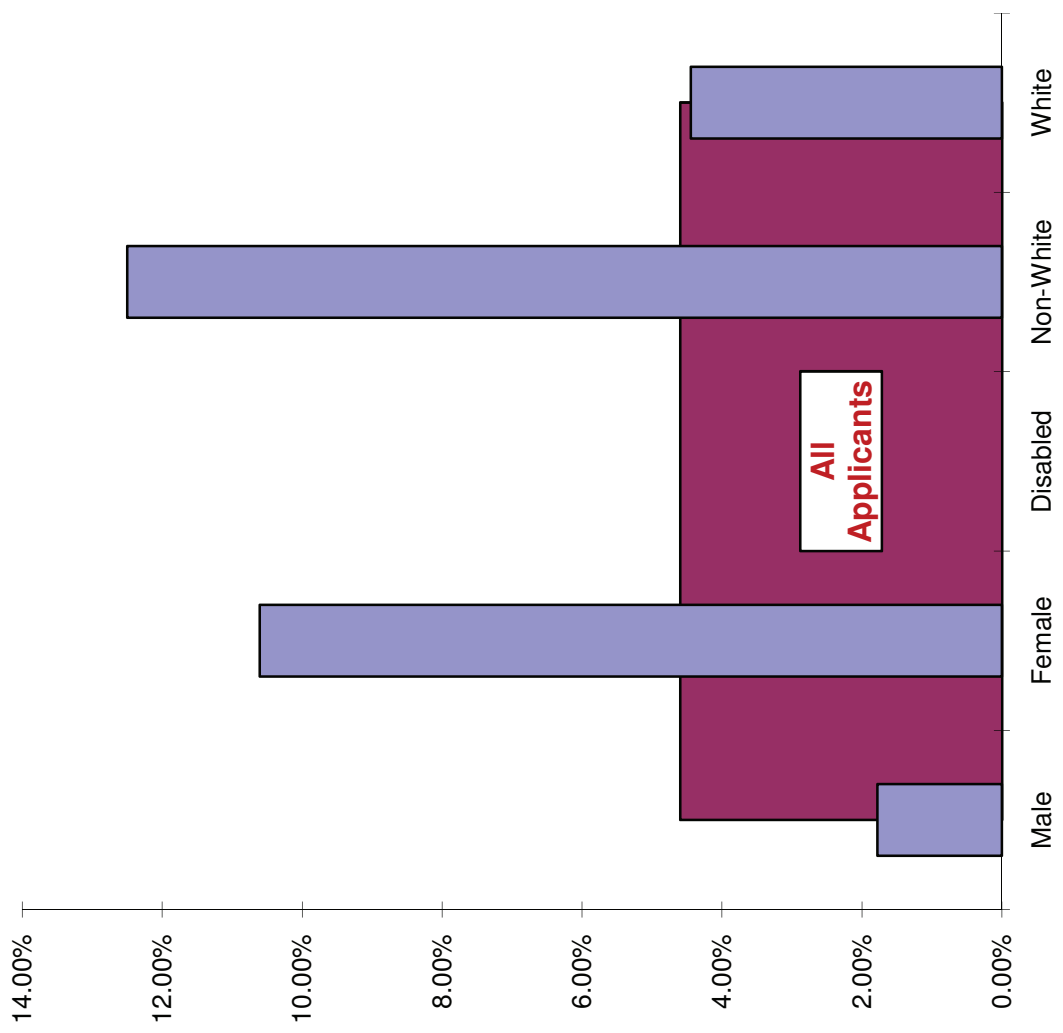
Non-White	130			Applied	8									8				
	22	16.92%	20.90%	Shortlisted	1	12.50%	20.10%							1	12.50%	20.10%		
	3	2.31%	4.86%	Appointed	1	12.50%	4.60%							1	12.50%	4.60%		

White	4,023			Applied	405									405				
	846	21.03%	20.90%	Shortlisted	82	20.25%	20.10%							82	20.25%	20.10%		
	199	4.95%	4.86%	Appointed	18	4.44%	4.60%							18	4.44%	4.60%		

Shortlisted Rate



Successful Appointment Rate



Leaver Analysis 2012-13 (Excluding Schools)

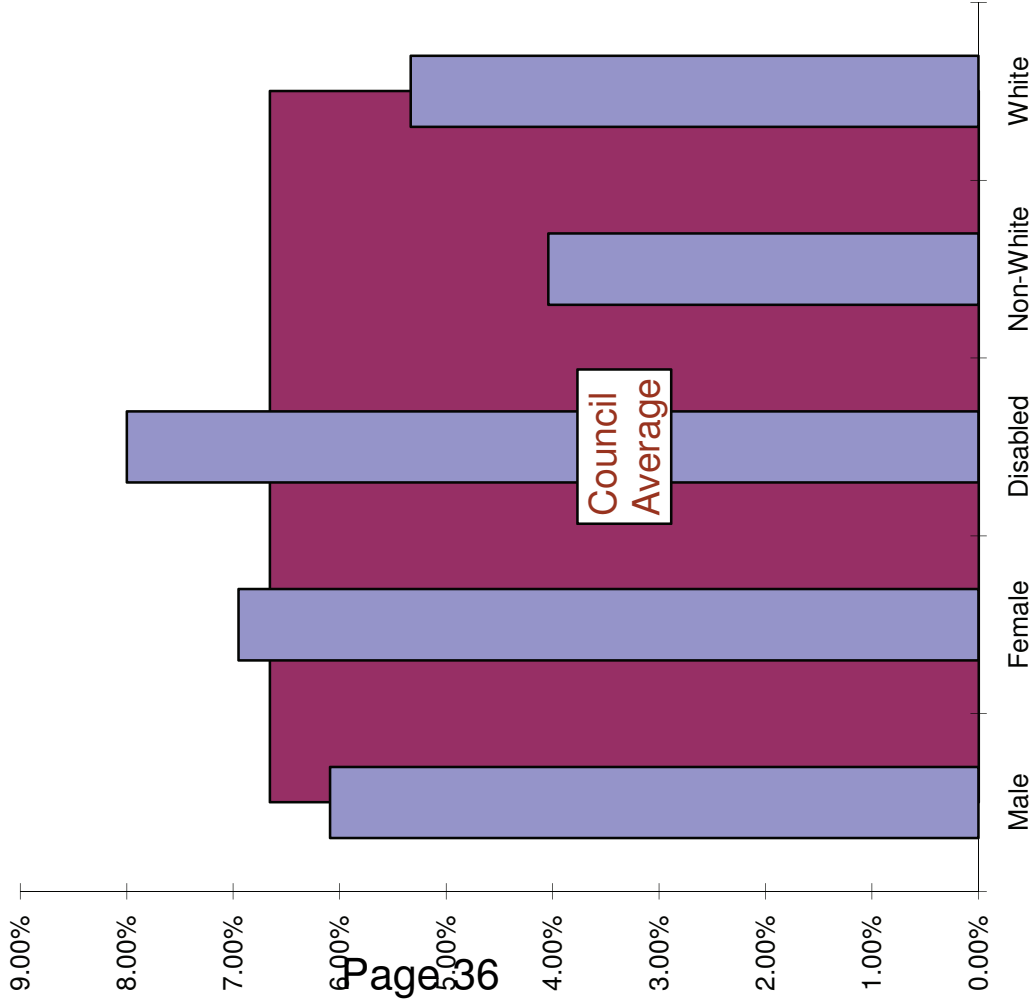
Appendix E

No	2011/12		2012-13		Actual Quarter 1		Actual Quarter 2		Actual Quarter 3		Actual Quarter 4		Total			
	Workforce (average)	%	No	%	No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce (Average)	%
220	1,647	13.36%	25	1,642	1.52%	0	0	0	0	0	0	0	0	25	411	6.09%
525	3,212	16.34%	55	3,165	1.74%	0	0	0	0	0	0	0	0	55	791	6.95%
745	4,859	15.33%	80	4,807	1.66%	0	0	0	0	0	0	0	0	80	1,202	6.66%

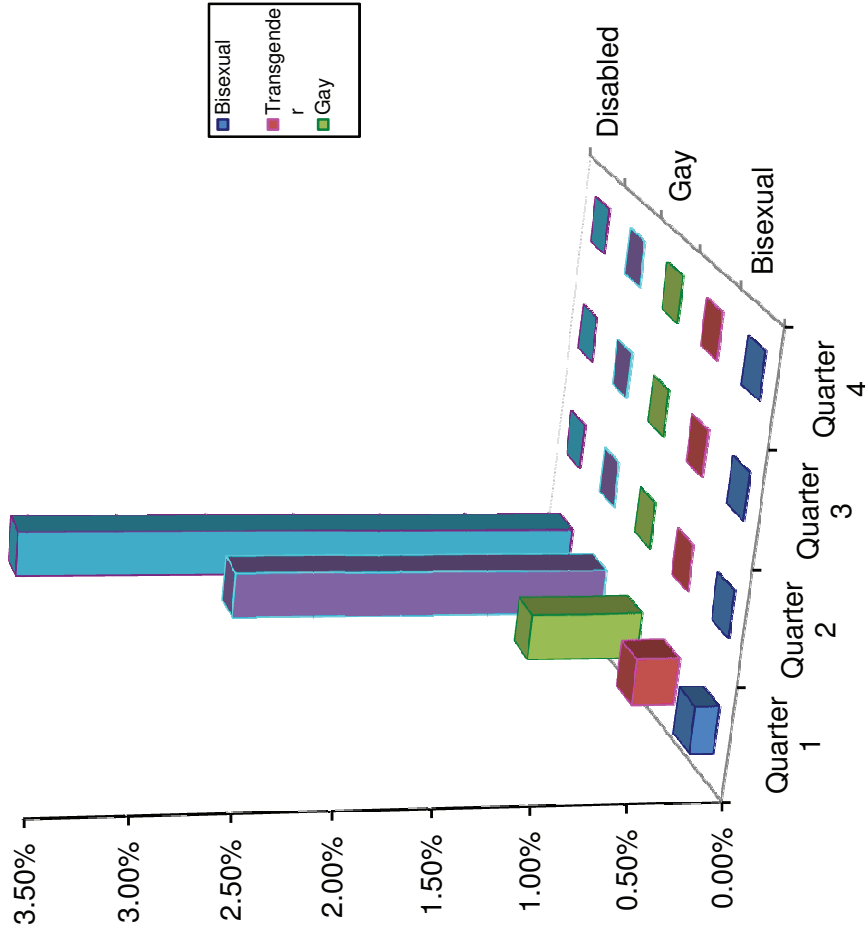
No	2011/12		2012-13		Actual Quarter 1		Actual Quarter 2		Actual Quarter 3		Actual Quarter 4		Total			
	Workforce (average)	%	No	%	No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce (Average)	%
527	3,483	15.13%	48	3,459	1.39%	0	0	0	0	0	0	0	0	48	865	5.55%
24	156	15.36%	3	150	2.00%	0	0	0	0	0	0	0	0	3	38	8.00%
143	1,071	13.36%	9	1,025	0.88%	0	0	0	0	0	0	0	0	9	256	3.51%
51	149	34.17%	20	173	11.56%	0	0	0	0	0	0	0	0	20	43	46.24%
745	4,859	15.33%	80	4,807	1.66%	0	0	0	0	0	0	0	0	80	1,202	6.66%

No	2011/12		2012-13		Actual Quarter 1		Actual Quarter 2		Actual Quarter 3		Actual Quarter 4		Total			
	Workforce (average)	%	No	%	No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce (Average)	%
529	4,029	15.61%	53	3,975	1.33%	0	0	0	0	0	0	0	0	53	994	5.33%
8	102	7.82%	1	99	1.01%	0	0	0	0	0	0	0	0	1	25	4.04%
65	604	10.77%	6	585	1.03%	0	0	0	0	0	0	0	0	6	146	4.10%
43	124	34.68%	20	148	13.51%	0	0	0	0	0	0	0	0	20	37	54.05%
745	4,859	15.33%	80	4,807	1.66%	0	0	0	0	0	0	0	0	80	1,202	6.66%

% of Leavers by Category



Minority Groups as % of Workforce



In Post Analysis 2012-13 (Excluding Schools)

Appendix G

Employment Status	2011/12 Quarter 4		2012-13		Actual Quarter 1		Actual Quarter 2		Actual Quarter 3		Actual Quarter 4	
	No	%	No	%	No	%	No	%	No	%	No	%
	2,890	59.31%	2,871	59.73%								
	1,737	35.65%	1,704	35.45%								
	130	2.67%	121	2.52%								
	104	2.13%	101	2.10%								
	12	0.25%	10	0.21%								
	4,873	100.00%	4,807	100.00%	0		0		0		0	

1,659	34.04%	Male	1,642	34.16%								
3,214	65.96%	Female	3,165	65.84%								
4,873	100.00%	Total	4,807	100.00%	0		0		0		0	

Page 37

3,496	71.74%	Not Disabled	3,459	71.96%	0		0		0		0	
153	3.14%	Disabled	150	3.12%								
1,045	21.44%	Not Declared	1,025	21.32%								
179	3.67%	Not Available	173	3.60%								
4,873	100.00%	Total	4,807	100.00%	0		0		0		0	

4,021	82.52%	White	3,975	82.69%	0		0		0		0	
102	2.09%	Non-White	99	2.06%								
594	12.19%	Not Declared	585	12.17%								
156	3.20%	Not Available	148	3.08%								
4,873	100.00%	Total	4,807	100.00%	0		0		0		0	

In Post Analysis 2012-13 (Excluding Schools)

Appendix G

	2011/12 Quarter 4		2012-13		Actual Quarter 1		Actual Quarter 2		Actual Quarter 3		Actual Quarter 4	
	No	%	No	%	No	%	No	%	No	%	No	%
Age	16	0.33%	Age 16 - 19		15	0.31%						
	565	11.59%	Age 20 - 29		536	11.15%						
	822	16.87%	Age 30 - 39		810	16.85%						
	1,616	33.16%	Age 40 - 49		1,581	32.89%						
	873	17.92%	Age 50 - 54		860	17.89%						
	813	16.68%	Age 55 - 63		836	17.39%						
	40	0.82%	Age 64		40	0.83%						
	128	2.63%	Age 65 Plus		129	2.68%						
	4,873	100.00%	Total		4,807	100.00%	0		0		0	

Page 98

	2011/12 Quarter 4		2012-13		Actual Quarter 1		Actual Quarter 2		Actual Quarter 3		Actual Quarter 4	
	No	%	No	%	No	%	No	%	No	%	No	%
Sexual Orientation	5	0.10%	Bisexual		6	0.12%						
	30	0.62%	Gay		29	0.60%						
	1,923	39.46%	Heterosexual		1,922	39.98%						
	1,304	26.76%	Not Declared		1,282	26.67%						
	1,611	33.06%	Not Available		1,568	32.62%						
	4,873	100.00%	Total		4,807	100.00%	0		0		0	

	2011/12 Quarter 4		2012-13		Actual Quarter 1		Actual Quarter 2		Actual Quarter 3		Actual Quarter 4	
	No	%	No	%	No	%	No	%	No	%	No	%
Transgender	1,724	35.38%	Gender as at Birth		1,692	35.20%						
	11	0.23%	Gender changed since Birth		11	0.23%						
	1,238	25.41%	Not Declared		1,214	25.25%						
	1,900	38.99%	Not Available		1,890	39.32%						
4,873	100.00%	Total		4,807	100.00%	0		0		0		

In Post Analysis 2012-13 (Excluding Schools)

Appendix G

2011/12 Quarter 4		2012-13		Actual Quarter 1		Actual Quarter 2		Actual Quarter 3		Actual Quarter 4	
				No	%	No	%	No	%	No	%
59	1.21%	Agnostic	58	1.21%							
93	1.91%	Atheist	92	1.91%							
3	0.06%	Buddhist	2	0.04%							
1,539	31.58%	Christian	1,531	31.85%							
3	0.06%	Hindu	3	0.06%							
30	0.62%	Humanist	30	0.62%							
1	0.02%	Jewish	2	0.04%							
6	0.12%	Muslim	6	0.12%							
16	0.33%	Other	16	0.33%							
11	0.23%	Pagan	10	0.21%							
0	0.00%	Sikh	0	0.00%							
312	6.40%	None	323	6.72%							
1,199	24.60%	Not Declared	1,179	24.53%							
1,601	32.85%	Not Available	1,555	32.35%							
4,873	100.00%	Total	4,807	100.00%	0		0		0		0

63 Page Religion or Belief

Length of Service		Less than 12 months		1-4 years service		5-9 years service		10-14 years service		15-19 years service		20-23 years service		24 years service		Over 25 years service		Total	
		No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
242	4.97%	233	4.85%																
800	16.42%	748	15.56%																
1,250	25.65%	1,257	26.15%																
780	16.01%	781	16.25%																
479	9.83%	475	9.88%																
511	10.49%	491	10.21%																
158	3.24%	157	3.27%																
653	13.40%	665	13.83%																
4,873	100.00%	4,807	100.00%	0		0		0		0		0		0		0		0	

Length of Service

Employee Interactions 2012-13 (Excluding Schools)

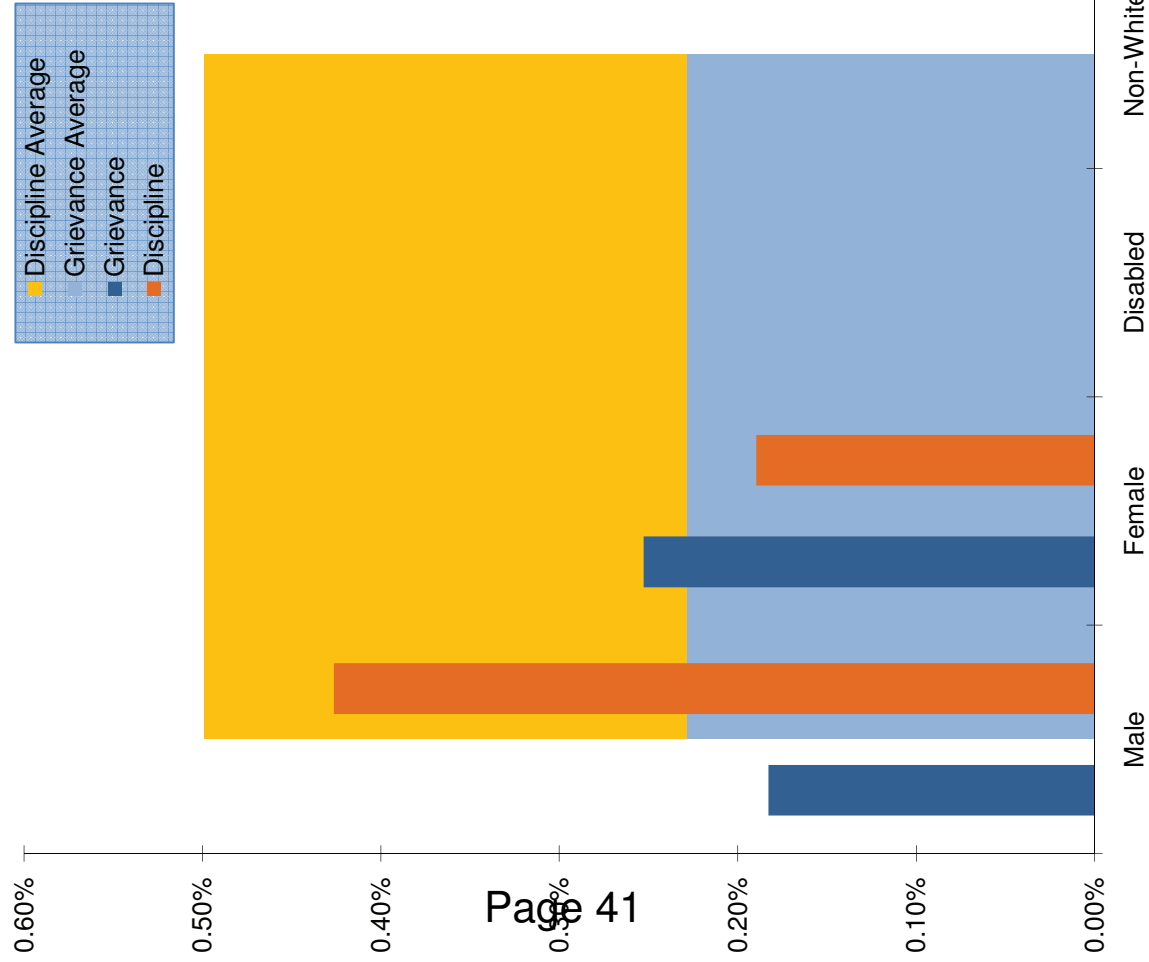
Appendix H

2011/12	2012-13		Actual Quarter 1			Actual Quarter 2			Actual Quarter 3			Actual Quarter 4			Total			
	No	Workforce (average)	%	No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce	%	No	Workforce (Average)	%
Grievance	9	1,659	0.54%	3	1,642	0.18%							3	1,642	0.18%			
	20	3,214	0.62%	8	3,165	0.25%							8	3,165	0.25%			
	4	153	2.61%	0	150	0.00%							0	150	0.00%			
	4	102	3.92%	0	99	0.00%							0	99	0.00%			
	29	4,873	0.60%	11	4,807	0.23%	0	0	0	0	0	0	0	0	0	11	4,807	0.23%

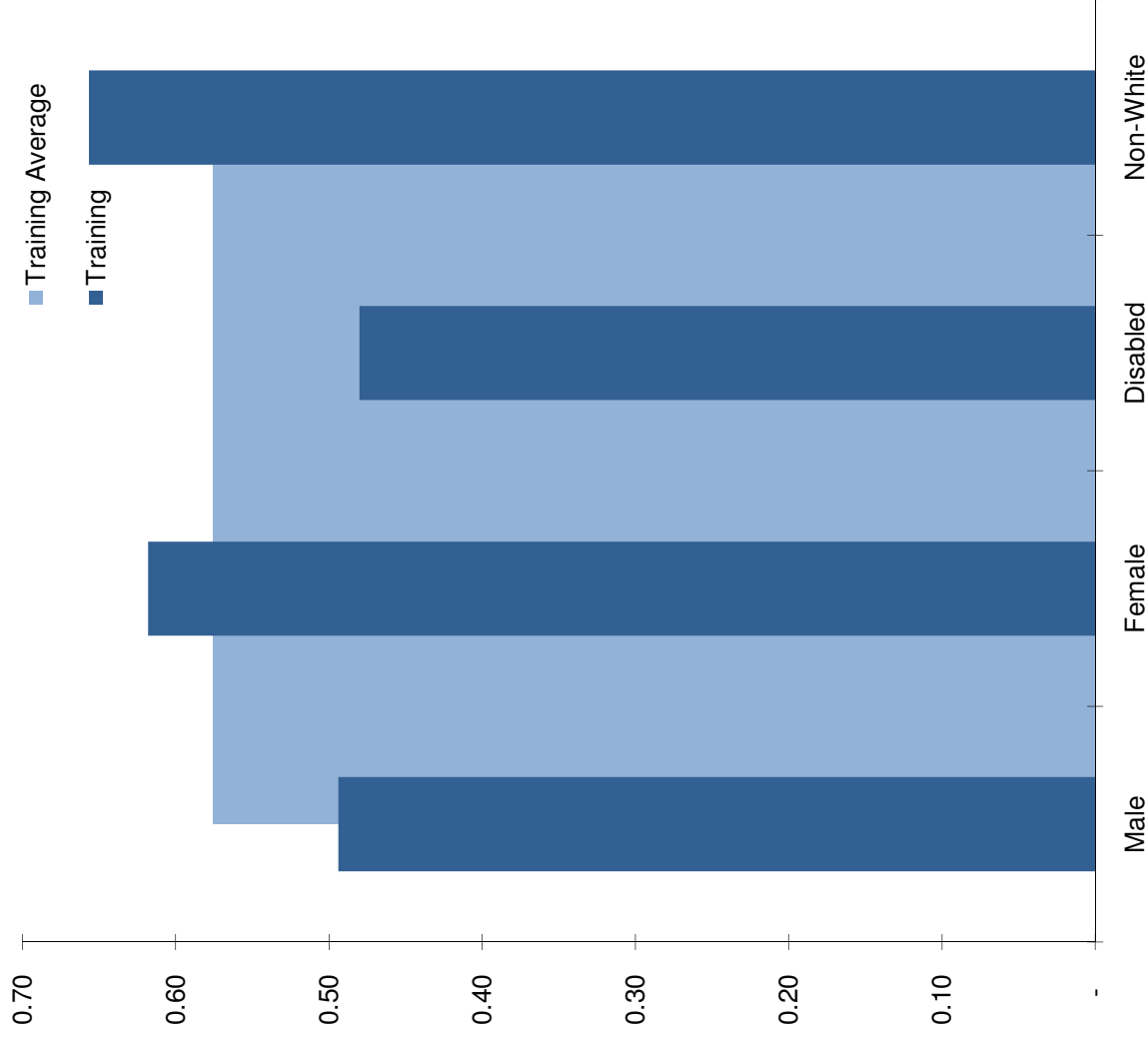
Disciplinary	11	1,659	0.66%	7	1,642	0.43%							7	1,642	0.43%			
	8	3,214	0.25%	6	3,165	0.19%							6	3,165	0.19%			
	5	153	3.27%	0	150	0.00%							0	150	0.00%			
	0	102	0.00%	0	99	0.00%							0	99	0.00%			
	19	4,873	0.39%	13	4,807	0.27%	0	0	0	0	0	0	0	0	0	13	4,807	0.27%

2011/12	2012-13		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Total			
	No	Workforce (average)	Attend	No	Workforce	Attend	No	Workforce	Attend	No	Workforce	Attend	No	Workforce	Attend	No	Workforce (Average)	Attend
Training Attendance	2,048	1,659	1.23	811	1,642	0.49							811	1,642	0.49			
	3,704	3,214	1.15	1,956	3,165	0.62							1,956	3,165	0.62			
	175	153	1.14	72	150	0.48							72	150	0.48			
	101	102	0.99	65	99	0.66							65	99	0.66			
	5,752	4,873	1.18	2,767	4,807	0.58	0	0	0	0	0	0	0	0	0	2,767	4,807	0.58

Grievance/Discipline as % of Group



Training attendances per employee



This page is intentionally left blank

Equality Impact Assessment

Section 1: Your details

(1.1) Department: **Law, HR & Asset Management**

(1.2) Division: **Human Resources**

(1.3) Assessment Lead: **Andrea Morrell-Foulkes**

(1.4) Telephone:

(1.5) Email:

(1.6) Who else will be involved in the process? (see guidance note 1)

Susie Warwick, Human Resources

Tony Williams, Human Resources

(1.7) Please sign & date this form Andrea Morrell-Foulkes (signed) 28/8/09 (date)

Guidance Note 1:

For Initial EIA's it is best practice to involve the service / function manager, equality and diversity lead(s) and relevant frontline staff.

For Full EIA's it is best practice to involve the service / function manager, equality and diversity lead(s), relevant frontline staff, customers, appropriate external agencies, and the voluntary and community sector

Section 2: What is to be assessed?

(2.1) Name of service / function / project / strategy / policy to be assessed (see guidance note 2)

Workforce Monitoring Policy

(2.2) Is this a new or existing service / function / project /strategy / policy? (please state)

New Policy

(2.3) Which equality impact assessment are you completing?

Initial

Guidance Note 2:

Service = your department / service area and its employees

Functions = your department / service area's activities

Projects = your department / service area's work programmes

Strategy = a plan of action intended to accomplish a specific goal

Policy = a plan of action to influence and determine decisions, actions and other matters

Procedure = a series of steps taken to implement a policy

Section 3: Let's do the Initial Equality Impact Assessment

3.1 Could a particular group of people be affected differently in either a negative or positive way by the service / function / project / strategy / policy?

Equality Group	Positive Impact (benefits) Please number each one	Negative Impact (disadvantage) Please number each one	Please rate each negative impact 'low', 'medium' or 'high' See guidance note 3
All Groups	Workforce monitoring is a useful tool for the Council to measure whether our equality and human resources policies and practices are effective. Wirral Council is committed to supporting and promoting dignity at work by creating an inclusive working environment. All of our employees should be able to fulfil their potential in a workplace free from discrimination and harassment where diverse skills, perspectives and backgrounds are recognised and valued.		
Disabled People			
Lesbian, Gay & Bisexual People			
Women			
Men			

Transgendered People			
Black & Racial Minority People (please state which group)			
Older People (60+)			
Younger People (17-25) and Children Please state male or female			
Religious / Faith Groups			
Other excluded groups (please state)			

Note: If you have rated any negative impact(s) as ‘High’ please go straight to Section 4 to complete a full assessment.

Note: If you have rated any negative impact as ‘Low’ or ‘Medium please complete the rest of this section on pages 9 and 10.

Guidance Note 3: How to assess negative impacts

Low = It is not discriminatory according to current legislation. However, it might not be seen as being in line with best practice.

Medium = It is not discriminatory according to current legislation. However, it is not in line with the council’s Corporate Equality Policy and/or Strategy

High = It is discriminatory according to current anti-discrimination legislation (i.e. it is unlawful), and therefore contravenes the council’s Equality Policy

3.2 Please list below any actions that you plan to take as a result of any negative impact

Low or medium negative impact	Action required to remove or minimise the impact	Lead person	Timescale	Resource implications	Any other comments

3.3 Could you improve the positive impact(s)? Please explain how

Following implementation of the Workforce Monitoring Policy, it needs to be promoted as widely as possible. Employees need to feel confident about disclosing their personal information and that it will be treated with confidentiality and only used for the purposes stated within the policy.

Corporate Human Resources have put in place a short-term action plan to address any HR related issues raised by the IDeA Assessors for ESLG level 3 status and the development of the Workforce Monitoring Policy is one of the objectives contained within it.

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.

3.4 If you have identified no negative impact, then please explain how you reached that decision

Corporate Human Resources have developed the new Workforce Monitoring Policy following the recent on-site challenge by IDeA Assessors for level 3 status of the current Equality Standard for Local Government.

One of the key outcomes was to further develop data in relation to the Council's workforce. Work in this area had been ongoing for some time particularly over the last 12 -18 months. . However, it was acknowledged that in order to achieve our aims and improve and promote workforce data collection further then the Council must be able to inform the workforce what the data is collected is for, what is done with it and the benefit to both the workforce and the Council as a whole.

The Workforce Monitoring Policy covers all of the current Equality and Diversity Strands.

Thank you for completing the initial assessment

Please note that the lead assessment person is responsible for ensuring the actions on pages 9 and 10 are incorporated into your departmental plan.

WIRRAL COUNCIL

EMPLOYMENT AND APPOINTMENTS COMMITTEE

24 SEPTEMBER 2012

SUBJECT:	RESTRUCTURE OF THE HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT DEPARTMENT
WARD/S AFFECTED:	ALL
REPORT OF:	THE ACTING DIRECTOR OF LAW, HR AND ASSET MANAGEMENT
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR ADRIAN JONES
KEY DECISION	YES

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to inform Members of the proposed restructure of the Human Resources and Organisational Development Department (HR/OD) and to seek approval for the departmental restructure to move the human resources functions (currently located in departments) to form one central unit.
- 1.2 The Cabinet received a report at its meeting on 6 September 2012 outlining restructuring proposals for the Human Resources and Organisational Development Department proposals to re-align staff, staffing budgets and training budgets to the Head of Human Resources and Organisational Development.
- 1.3 The Cabinet at their meeting 6 September 2012 resolved the following:
- Re-structure of the Human Resources and Organisational Department from their substantive departments to one centralised function.
 - Alignment of 34.46 FTE of staffing and £1,144,900 budget from their substantive departments to the Head of Human Resources and Organisational Development.
 - £200,000 budget from the Corporate Efficiency fund for the additional resources necessary which will help the Department to meet the organisational challenges and business requirements to deliver the required budget savings.
 - Alignment of £476,400 Training budgets from their substantive departments to the Head of Human Resources and Organisational Development.
 - £50,000 budget from the Improvement fund for an additional OD management post to meet organisational development requirements of the Improvement plan.
- 1.4 The Cabinet report recommended that The Employment and Appointments Committee approve the re-alignment of staff, and the establishment of the Management structure and the posts that are above spinal column point 49.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 The HR/OD restructure was first agreed by Cabinet on 22 July 2010. This detailed the benefits of moving to a centralised HR and OD function with a phased plan for delivery. It was recognised that to meet the challenges facing the Council the HR/OD team would need to work differently, with consistent leadership and direction under a “one team” approach.
- 2.3 The principles of centralising the HR/OD function ensure that HR/OD:
- Operate as one team – bringing all the functions together including transactional elements and ensuring the most effective and efficient utilisation of resources
 - Remove of duplication across the function
 - Deliver consistency of advice and policy application across the Council
 - Align resources to meet defined priorities and work towards these
 - Improve service delivery
 - Deliver an improved, proactive and customer focussed HR/OD service
- 2.4 Interim Senior Management arrangements have been in place since July 2010, with an interim reporting model which ensured that all HR/OD employees reported directly to a member of the Senior HR/OD Management team. This was implemented to ensure the delivery of key HR/OD priorities. Over time the majority of HR/OD employees have moved from their departments and are now all based in one location, this will be completed over the next few months.
- 2.5 At a time of significant organisational change it is essential that our staff resource is maximised wherever possible. This can be achieved through effective implementation of HR policies such as robust attendance management, speedy resolution of disciplinary matters and improved performance management. This will necessitate a greater and improved level of support for managers in Departments to be available from the HR/OD Service.
- 2.6 The Council is facing significant organisational challenges, which require significant support from the Human Resources and Organisational Development team. The demands being placed upon the service and the Senior Management team are considerable and it has become necessary to seek additional resources.
- 2.7 The Council is facing a significant budget deficit of £100 million over the next 3 years, which will require key HR/OD support to review ways of working, identify and drive efficiency savings, deliver Management and Organisational restructures to ensure that the Council meets the organisational challenges and business requirements to deliver the required budget savings.

3.0 SERVICE DELIVERY MODEL

- 3.1 The proposal is to implement a centralised HR/OD function with Business partners located in departments. This would ensure that all HR/OD personnel are based together at one central location, where the central HR function would determine priorities and resources and appropriate leadership. A Business Partner model would also co-exist, which would allow for Departments to have a “key” allocated resource. This resource would work closely with the Department(s) to ensure the delivery of key HR/OD and operational priorities, whilst supporting Departmental Management teams. Resources would be allocated to meet priorities across HR/OD to deliver work projects as required by each Service area / Department.

3.2 The HR/OD service will be largely delivered through specialist teams. The specialist teams will drive service improvement, consistency of standards and quality of delivery. The specialist teams will develop improved guidance for Managers to enable a less dependant and more empowered service delivery model. Over the next years elements of the specialist teams will migrate to the HR Helpdesk to have knowledge to deliver a more effective service to employees.

3.3 The specialist teams for HR are as follows:

- Employee Relations
- HR Policy and Strategy
- Workforce Change

The specialist teams for OD are:

- Leadership and Elected Members
- Employee Skills
- Technical / E-Learning

3.4 Strategic advice and delivery will be an integral part of the operating model to ensure that the HR/OD service is aligned with business and corporate objectives to facilitate the delivery of these. Strategic advice and delivery would be delivered by the Head of HR/OD and the Senior Management team.

3.5 The operating model is outlined in Appendix 1.

3.6 Access to the Service: It is proposed that the service is accessed on a tiered support basis to ensure that all queries and issues can be accessed by the appropriate level of support and advice. Operating a tiered service will ensure that all standard queries can be accessed at one point, therefore ensuring consistent HR/OD advice, and further ensuring support can be maximised to those issues requiring a more strategic or complex resolution.

3.7 This operating model further builds on the self serve principle and will also be dependent on the up-skilling of Managers to ensure they have the skills required to manage their employee resources effectively. It is proposed to have a five tier level of access to the service.

3.8 Following self serve, all basic/standard queries would be accessed via the internet or the HR helpdesk, in the first instance. It is proposed to enhance the service the current helpdesk provide to ensure effective resolution of issues / queries. The HR handbook is also going to be revised with clear policies and guidance for Managers.

3.9 Further to that there would be three levels of support for Managers which would always be provided by a HR/OD Officer or Manager dependent on the nature and level of the query or issue.

3.10 The access to service is outlined in Appendix 2.

3.11 The HR/OD services to schools will continue operating within the current model, where dedicated schools teams exists in terms of HR/OD advice and Payroll services. Further discussions will take place with schools to explore options for future delivery.

4.0 RESTRUCTURE PROPOSAL

4.1 The future model will consist of a Senior Management team; which including the Head of Human Resources and Organisational Development will consist of four specialist leaders – Human Resources Manager, Senior HR Business Partner, Organisational Development Manager and Project Manager, who report directly to the Head of HR/OD.

4.2 The proposed Management structure is detailed in Appendix 3.

4.2.1 **Senior Management Team** it is proposed to permanently establish 1 post and re-designate 1 post:

(1) Human Resources Manager – EPO 21

This is a key Senior Manager appointment, and the post-holder will be required to work with the Head of HR/OD and the Senior Business Partner to drive forward the key HR priorities to ensure the service is delivering to meet strategic and operational organisational objectives. The role will also be required to deputise for the Head of HR/OD in their absence.

Within the interim arrangements this post has been filled on an interim basis. In order to strengthen the Senior Management Team and deliver the required outcomes it is proposed to now establish this on a permanent basis EPO21 (£56,591 - £59,130).

(2) Senior Business Partner – EPO 21

It is proposed to re-designate the post of Strategic Services Manager (CYPD) to that of Senior Business Partner (£56,591 - £59,130). This post will be responsible for managing the Business Partners to ensure a consistent service delivery approach.

4.3 Under the Senior Management structure there will be a number of Business Partners with responsibility for Departments, the number of which has been determined by employee ratio.

4.3.1 **Business Partners** it is proposed to permanently establish 1 new post and re-designate 1 post:

These posts are required to provide strategic operational HR/OD support to the Department and the Council. The posts will also develop future capacity for the organisation to meet local, regional and national requirements through workforce planning and strategies which are developed and delivered in conjunction with partners.

(1) 1 x new Business Partner – EPO6

It is proposed to create 1 additional Business partner role and it create the post for a fixed term basis of 2 years EPO6 (£43,900 - £46,423).

(2) 1 x Business Partner – EPO6

It is proposed to re-designate the post of Principal Manager, Human Resources (EPO6) to that of Business Partner EPO6 (£43,900 - £46,423).

(3) 2 x Business Partner roles were previously approved by the Employment and Appointments Committee in September 2011 to support CYPD and the schools HR service.

Only one of these roles will be funded in the virement budget from CYPD, the other post is to be funded from the Corporate Efficiency budget as agreed by Cabinet.

4.4 There will also be a number of specialist roles within the “core” to drive key HR/OD performance ensuring the resolution of employee relations issues, development of HR policies, delivery of workforce changes, development of training interventions, and delivery of Management and leadership performance across the Council.

4.4.1 **Specialist roles** it is proposed to establish 5 posts and re-designate 1 post:

(1) Employee Relations (Case Work) Manager EPO6

This role will be responsible for leading and managing employee relations (ER) across the Council taking a lead on key ER issues and complex Human Resources cases to ensure the effective and timely resolution of cases. The role will be required to provide high quality professional HR advice to Senior Managers. The role will also drive the implementation and interpretation of HR policies and procedures and strategies across the council to meet evolving organisational requirements.

It is proposed to establish this role on a permanent basis EPO6 (£43,900 - £46,423).

(2) Workforce Change Manager EPO6

This role will be required to deliver and support the Council’s major change programmes, to enable Managers to lead and manage change through developing the capabilities of their teams. The role will work with the Senior Management to develop mechanisms to ensure that the Council streamlines change management processes and implements new effective / leaner ways of working and organisational structures and effective solutions to service requirements, whilst retaining a workforce that is equipped with the skills, attitudes and behaviours required.

This role is being created for a fixed term basis of 2 years EPO6 (£43,900 - £46,423).

(3) Strategy and Policy Manager EPO6

This role will be required to develop and implement HR policies and strategies across the Council to meet evolving organisational requirements, whilst ensuring that all policies and procedures are in line with best practise and Employment legislation. The role will be required to develop key HR performance strategies and workforce development plans, into workable implementation plans with key measures and indicators for delivery developed.

It is proposed to establish this role on a permanent basis EPO6 (£43,900 - £46,423).

(4) Organisational Leadership Manager EPO6

It is proposed to re-designate the post of Principal Manager – Organisational Development EPO6 to that of Organisational Leadership Manager EPO6 (£43,900 - £46,423)

(5) Organisational Improvement Manager EPO6

This role will be responsible for working with Senior Managers to develop and deliver cultural change. The role will deliver required change management techniques and translate strategy into activity. The role will also be required to deliver key specifics within the Employee Engagement Project and Leadership Development programme.

It is proposed to establish this role on a permanent basis EPO6 (£43,900 - £46,423).

(6) HR Business Improvement Manager – EPO6

This role will be responsible for improving the performance of HR transactional processes alongside the implementation of Transforming Business Support. The post will be responsible for managing the impact of implementation of the TBS modules on current processes, staffing and services delivery. Additionally the role will be responsible for identifying areas for improvement in Helpdesk, transactional and administrative HR processes and to develop new ways of working to improve services to be more efficient and customer focused.

This role is being created for a fixed term basis of 2 years EPO6 (£43,900 - £46,423).

- 4.5 Cabinet approved re-alignment of staff budget £1,144,900 to the Head of Human Resources and Organisational Development, approval is being sought from this Committee to re-align the staff which equates to 34.46 FTE as outlined in Appendix 4.
- 4.6 It is proposed to undertake the HR/OD restructure in phases to ensure effective service delivery. Phase two restructure will be completed when the impact of Transforming Business Support on core services is known. This includes Payroll, Employee Administration Team and system development; following the delivery of Self serve and up-skilling of Managers across the Council. To support this, work has commenced to review organisational and HR processes and an improvement plan is in place which will develop an enhanced helpdesk.
- 4.8 It is proposed that the first phase of the restructure is implemented as an interim structure developed to drive the organisational change and improvement. As the organisation changes as part of the Improvement Plan and as a response to the financial context, the HR/OD service will be reviewed. It will be necessary to review the overall HR/OD structural requirements in phase two following the implementation of Transforming Business Support, and the required Council priorities. As such it is proposed that the additional resources are filled on a fixed term basis to ensure flexibility of resource requirements.
- 4.9 Under the scheme of delegation a report will be considered by the Chief Executive, the Director of Finance and the Head of Human Resources and Organisational Development to establish / re-designate the posts below spinal column point 49.

5.0 COMPARISON DETAILS

- 5.1 The Public Sector Corporate services value for money (VfM) Indicators for HR conducted in 2010, compared Wirral Council with other like Local Authorities¹.

¹ Local Authorities compared; Cheshire West and Chester, Bury, Gateshead, Oldham, St. Helens, Trafford, Wigan, Knowsley, Salford, Stockport, and Warrington.

Comparisons included the costs of the HR function; costs as a percentage to organisational running costs, and costs per FTE. Other data included comparisons of the ratio of employees to HR staff. The comparison data is detailed in the table below.

Comparison	Wirral	Average	Lower quartile	Upper quartile
HR cost as a percentage of organisational running costs (including Learning & Development)	0.72%	0.96%	0.7%	1.22%
HR cost as a percentage of organisational running costs	0.37%	0.59%	0.47%	0.72%
HR cost per FTE (including L&D)	£535	£737	£561	£876
HR cost per FTE	£274	£464	£357	£551
Ratio of employees to HR staff (including L&D)	115	90	80	107
Ratio of employees to HR staff	141	112	93	141

- 5.2 HR cost as a percentage of organisational running costs – the cost of the HR service including learning and development was lower (0.72%) when compared with the average of 0.96%. This again was true when the comparison looked at the HR costs against overall organisational spend. This indicates that Wirral HR and OD costs are lower than that of comparators.
- 5.3 HR costs per FTE – the cost of the HR and OD function are considerably lower than that of the comparators. Again this indicates that Wirral Council spend considerably less on their HR/OD service compared to other like organisations.
- 5.4 The ratio of employees to HR/OD staff – this comparator is higher than that of the comparators, with the figures for Wirral Council being equal to those of the Upper quartile.

6.0 RELEVANT RISKS

- 6.1 The Council is facing unprecedented challenges in terms of both the financial challenge and the improvement agenda. Significant transformational change needs to be supported through HR and OD. The risk to the Council of an under resourced service at this time is significant. Given the change required it would be a risk for the council to continue with an HR/OD function that is under resourced in comparison with other organisations. The request for additional funding over the next two years seeks to address this risk, but also gives flexibility within the function with a number of fixed term contracts proposed

7.0 OTHER OPTIONS CONSIDERED

- 7.1 The HR/OD service is crucial in supporting the delivery of organisational improvement and change. The proposal builds on the established good practice model of a combined business partners and specialist team approach. Other models of delivering HR, organisational development and payroll need to be considered going forward including shared service options.

7.2 The structure has been developed as an interim model to drive the required organisational priorities and outcomes at this time.

8.0 CONSULTATION

8.1 Consultation with the recognised Trade Unions and employees has commenced and is ongoing. Staff briefing sessions to discuss the proposed structure commenced at the end of May 2012, and feedback was communicated at the end of August 2012. Specific trade Union feedback was also communicated at the beginning of September.

9.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

9.1 There are no implications for voluntary, community and faith groups.

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

10.1 The report proposes the re-structure and enhancement of the human resources functions currently located in departments and corporately to form one central unit. The key elements of this are as follows:

- The transfer of staff and resources from departments to a central HR/OD function. This includes the amalgamation of staffing and training related budgets.
- Integration of transferred staff and existing corporate staff to form restructured central HR/OD function.
- Enhancement of the newly formed central HR/OD function through the creation of a number of additional posts to form a “one team” approach.

10.2 The additional financial budgets approved at the Cabinet 6 September 2012, are outlined in the table below:

Element of Restructure	Funding Source	Budget	
Transfer of departmental staff and resources from departments	Existing Departmental budgets	£1,145,000	
Transfer of departmental training budgets	Existing Departmental budgets	£476,000	
10.3 Creation of additional new fixed term posts: Workforce Change Manager, Business Partner, HR Business Improvement Manager, Project Support Officer	Efficiency Investment Fund budget (EIF)	£200,000	To
Additional post: Organisational Improvement Manager post	Improvement Plan budget	£50,000	

enable the HR/OD function to have sufficient staff resources to meet the Councils future organisational challenges and business requirements it is proposed that additional posts are created. The funding of these posts would be from the Efficiency Investment Fund and the Improvement Plan Fund as approved by Cabinet 6 September 2012.

10.4 The overall cost of the HR function and restructure including the detail of the Management costs and FTE are outlined in the table below:

Costs	Budget	FTE
Total cost of the service pre restructure	£2,892,981	111.66
Total cost of the service – interim arrangements	£3,009,541	111.66
Total cost of the service post restructure	£3,288,383	115.12
Total cost of posts + SCP 49 pre restructure	£392,152	8.66
Total cost of posts + SCP 49 – interim arrangements	£592,423	12.08
Total cost of posts + SCP 49 post restructure	£792,749	16.44

11.0 LEGAL IMPLICATIONS

11.1 None

12.0 EQUALITIES IMPLICATIONS

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

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

13.0 CARBON REDUCTION IMPLICATIONS

13.1 None

14.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

14.1 No

15.0 RECOMMENDATION/S

15.1 Approve the re-structuring of the Human Resources and Organisational Department from within their substantive departments to one centralised function, ensuring the creation of one team.

15.2 To approve the re-alignment of 34.46 FTE of staff to the Head of Human Resources and Organisational Development

15.3 To approve the establishment of posts above SCP 49 as outlined in the report:

- Human Resources Manager EPO 21
- Employee Relations (Case Work) Manager EPO6
- Workforce Change Manager EPO6
- Strategy and Policy Manager EPO6

- Organisational Improvement Manager EPO6
- HR Business Improvement Manager EPO6

15.4 To approve the re-designation of the posts above SCP 49 as outlined in the report:

- Senior Business Partner EPO21
- Business Partner EPO6
- Organisational Leadership Manager EPO6

16.0 REASON/S FOR RECOMMENDATION/S

16.1 The Human Resources and Organisational Development Department has had interim management arrangements in place at a senior level to support the service deliver the required objectives for the Council.

16.2 An interim reporting model has been implemented which ensured that all HR employees report directly to a member of the Senior HR/OD Management team, until the restructure was implemented.

16.3 These recommendations will ensure that the service move to a centralised Human Resources and Organisational Development function.

REPORT AUTHOR: **Chris Hyams**
Head of Human Resources and Organisational Development
 telephone: 0151 691 8590
 email: chrishyams@wirral.gov.uk

APPENDICES

Appendix 1: The HR / OD Function
 Appendix 2: Access to HR service
 Appendix 3.1: Proposed HR/OD Management Team Structure
 Appendix 3.2: Business Partner Model
 Appendix 3.3: Specialist Teams
 Appendix 3.4: Organisational Development Structure
 Appendix 4: Staffing FTE and Budget Re-alignment

REFERENCE MATERIAL

The Public Sector Corporate services value for money (VfM) Indicators for HR (2010)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	6 September 2012
Cabinet	22 July 2010

--	--

Equality Impact Assessment Toolkit (from May 2012)

Section 1: Your details

EIA lead Officer: Susie Warwick

Email address: susiewarwick@wirral.gov.uk

Head of Section: Chris Hyams

Chief Officer: Bill Norman, Director Law, HR and Asset Management

Department: Law, HR and Asset Management

Date: 17 May 2012

Section 2: What Council proposal is being assessed?

Proposed restructure of the Human Resources and Organisational Development department

Section 2b: Will this EIA be submitted to a Cabinet or Overview & Scrutiny Committee?

Yes / No

If 'yes' please state which meeting and what date

.....Cabinet 21 June 2012

Please add hyperlink to where your EIA is/will be published on the Council's website

.....

Section 3: Does the proposal have the potential to affect..... (please tick relevant boxes)

- Services**
- The workforce**
- Communities**
- Other** (please state eg: Partners, Private Sector, Voluntary & Community Sector)

If you have ticked one or more of above, please go to section 4.

- None** (please stop here and email this form to your Chief Officer who needs to email it to equalitywatch@wirral.gov.uk for publishing)

Section 4: Does the proposal have the potential to maintain or enhance the way the Council (please tick relevant boxes)

- Eliminates unlawful discrimination, harassment and victimisation
- Advances equality of opportunity
- Fosters good relations between groups of people

If you have ticked one or more of above, please go to section 5.

- No** (please stop here and email this form to your Chief Officer who needs to email it to equalitywatch@wirral.gov.uk for publishing)

Section 5:

Could the proposal have a positive or negative impact on any of the protected groups (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)?

You may also want to consider socio-economic status of individuals.

Please list in the table below and include actions required to mitigate any potential negative impact.

Page 62

Which group(s) of people could be affected	Potential positive or negative impact	Action required to mitigate any potential negative impact	Lead person	Timescale	Resource implications
All	<p>Positive</p> <p>The HR / OD restructure will result in a number of opportunities for a number of employees to take on additional responsibility for additional remuneration.</p>				
Gender	<p>Positive</p> <p>No employees will be displaced by the restructure therefore all employees will be retained by the department.</p> <p>There will be a number of opportunities that people will either be ring fenced to / or advertised to allow for career progression.</p> <p>There are considerably more women (%) in the department compared to that within the Council.</p>	<p>Continue to review and monitor equality data – data demonstrates that this is currently a little lower than the proportion to % employed (Men)</p> <p>As more women are employed by the Council this is proportionate to the overall numbers in the Council</p>	Chris Hyams	Review quarterly with PIs.	Regular monitoring through equality data collection and reporting

	Negative The proportion of men in this group of employees is lower than the proportion employed overall within the Council	Once the restructure is complete the EIA will be undertaken again to determine the actual impact of the restructure			
Disability	Positive The proportion of disabled people within this group of employees is higher than the proportion employed overall within the Council The Council operates a policy which guarantees an interview for all disabled candidates who meet the essential criteria for a role	Continue to review and monitor equality data – data demonstrates that this is currently slightly higher than the proportion to % employed	Chris Hyams	Review quarterly with PIs.	Regular monitoring through equality data collection and reporting
Sexual Orientation	Positive The proportion of Gay and Heterosexual people within this group of employees is higher than the proportion employed overall within the Council	Continue to review and monitor equality data – data demonstrates that this is currently slightly higher than the proportion to % employed	Chris Hyams	Review quarterly with PIs.	Regular monitoring through equality data collection and reporting
Transgender	Negative The proportion of people whose Gender has changed since birth within this group of employees is lower than the proportion employed overall within the Council – however this is a very small differential in %	Continue to review and monitor equality data – data demonstrates that this is currently slightly lower than the proportion to % employed	Chris Hyams	Review quarterly with PIs.	Regular monitoring through equality data collection and reporting
Ethnic Origin	Negative	Continue to review and monitor equality data – data	Chris Hyams	Review quarterly with	Regular monitoring

	The proportion of people from non white origin within this group of employees is lower than the proportion employed overall within the Council	demonstrates that this is currently slightly lower than the proportion to % employed		PIs.	through equality data collection and reporting
Age	<p>Positive</p> <p>The proportion of younger people within this group of employees is higher than the proportion employed overall within the Council</p> <p>Negative</p> <p>The proportion of older within this group of employees is lower than the proportion employed overall within the Council</p>	Continue to review and monitor equality data – data demonstrates that this is currently slightly lower than the proportion to % employed	Chris Hyams	Review quarterly with PIs.	Regular monitoring through equality data collection and reporting

Section 5a: Where and how will the above actions be monitored?

On a quarterly basis by the Human Resources team, to determine if the impact changes and the impact this would be. Additionally this is a proposal for a restructure to assess the potential impact, therefore once the restructure has been approved / implemented the Equality Impact assessment will be undertaken again to assess the actual impact.

Section 5b: If you think there is no negative impact, what is your reasoning behind this?

All protected groups – an analysis of the workforce data shows that there is some negative impact, however there is no overall negative impact on the entire make up of the workforce across the Council, this is because the proportion of employees within this group and the equality statistics in relation to all of the protected groups is not out of overall context to that of the total percentage make up of the organisation.

The HR / OD restructure will result in a number of opportunities for a number of employees to take on additional responsibility for additional remuneration, which will benefit a number of employees.

Section 6: What research / data / information have you used in support of this process?

Appendix 1: HR / OD Employees affected by Service changes

Section 7: Are you intending to carry out any consultation with regard to this Council proposal?

Yes

If 'yes' please continue to section 8.

If 'no' please state your reason(s) why:

(please stop here and email this form to your Chief Officer who needs to email it to equalitywatch@wirral.gov.uk for publishing)

Section 8: How will consultation take place and by when?

Consultation with the Senior Management team commenced in April 2012 by the Head of Human Resources and Organisational Development. Staff briefings to commence consultation commenced at the end of May 2012 and is ongoing. One to one staff consultations have been planned in for the first 2 weeks of June.

Specific Trade Union discussion on the proposal at the end of May 2012, with the Trade Unions and the Head of Human Resources and Organisational Development.

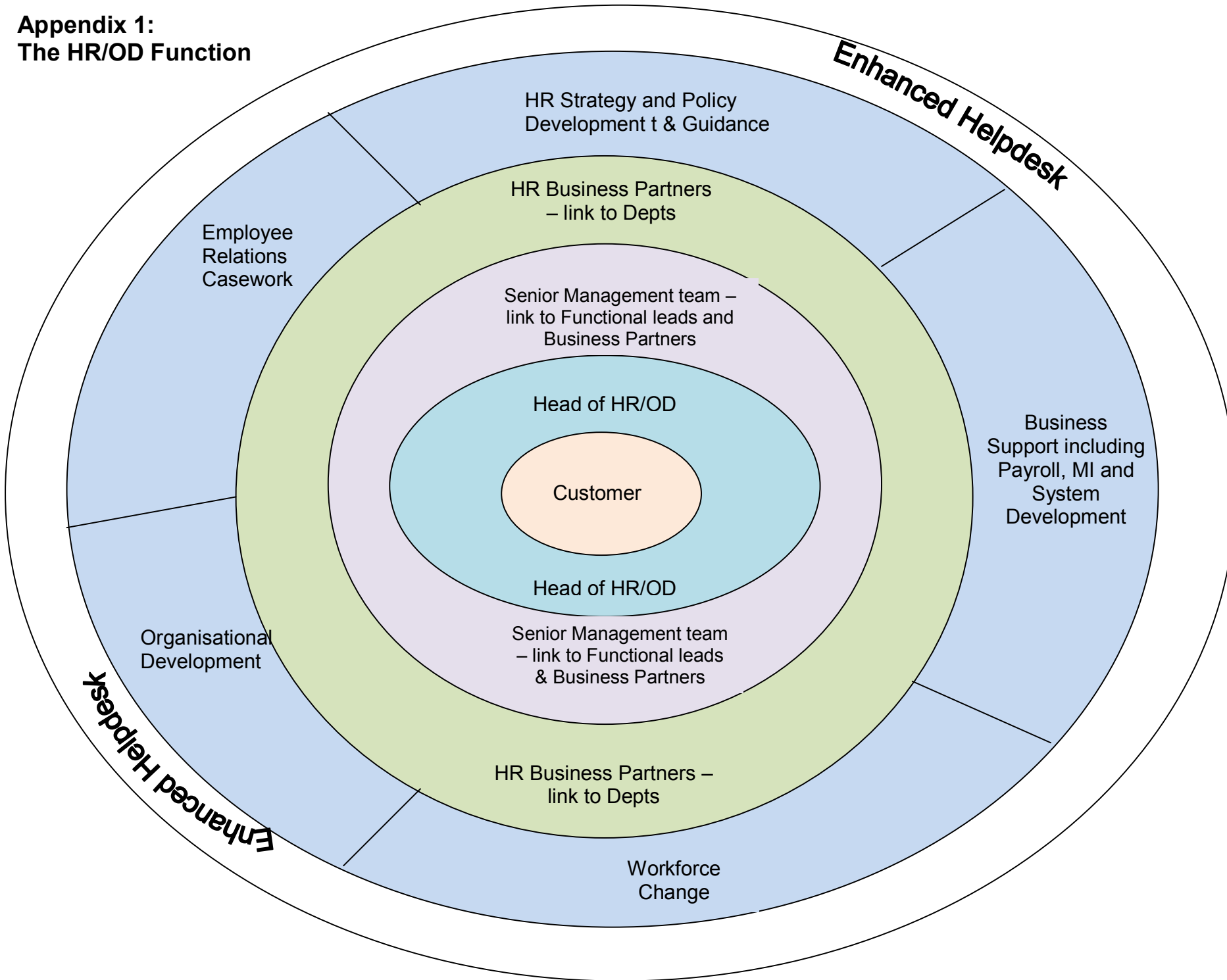
Before you complete your consultation, please email your preliminary EIA to equalitywatch@wirral.gov.uk via your Chief Officer in order for the Council to ensure it is meeting it's legal requirements. The EIA will be published with a note saying we are awaiting outcomes from a consultation exercise.

Once you have completed your consultation, please review your actions in section 5. Then email this form to your Chief Officer who needs to email it to equalitywatch@wirral.gov.uk for re-publishing.

Section 9: Have you remembered to:

- a) **Add appropriate departmental hyperlink to where your EIA is/will be published (section 2b)**
- b) **Include any potential positive impacts as well as negative impacts? (section 5)**
- c) **Send this EIA to equalitywatch@wirral.gov.uk via your Chief Officer?**
- d) **Review section 5 once consultation has taken place and sent your completed EIA to equalitywatch@wirral.gov.uk via your Chief Officer for re-publishing?**

**Appendix 1:
The HR/OD Function**



This page is intentionally left blank

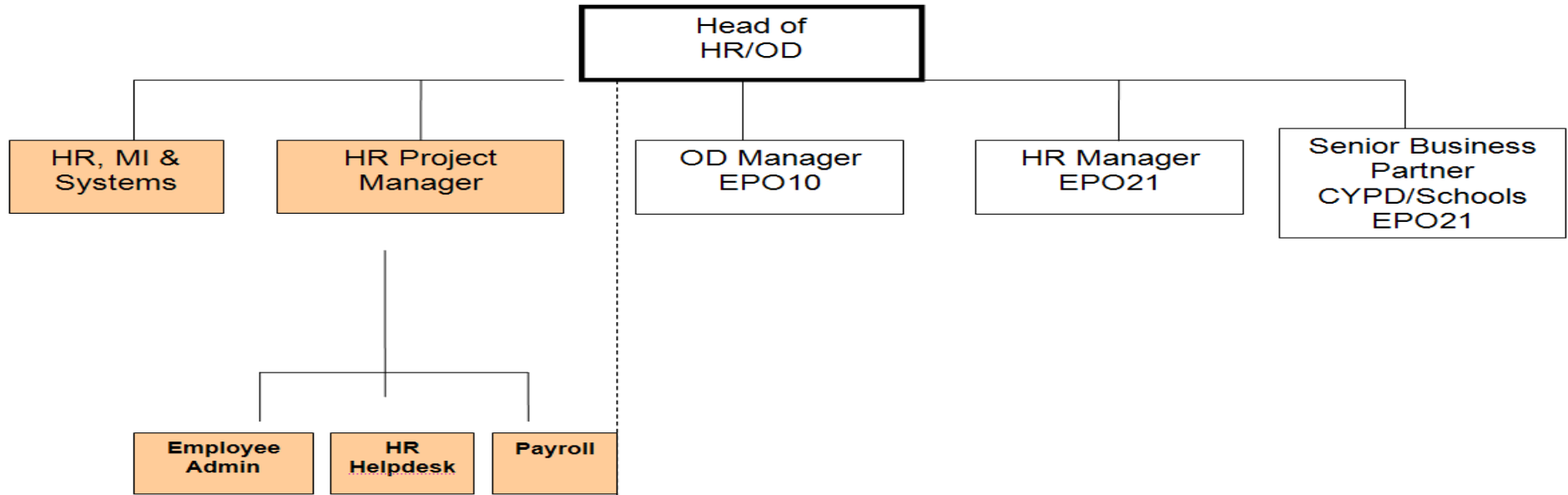
Appendix 2: Access to HR service

Level	Method	What this covers
1	Intranet help / support	<ul style="list-style-type: none"> ○ Policy support ○ Guidance – standard queries ○ Access to policy documentation ○ Access to information ○ FAQs
2	Enhanced Helpdesk	<ul style="list-style-type: none"> ○ Telephone queries ○ Queries from Managers ○ Queries from employees ○ Payroll queries ○ Policy advice – provision for queries
3	1 st level of support	<ul style="list-style-type: none"> ○ Support for Managers / employees
4	2 nd level of support	<ul style="list-style-type: none"> ○ Escalation of issues previously not resolved ○ Serious issues impacting on service delivery ○ Complex employee relations issues ○ Individual case work support for Managers
5	Strategic Support	<ul style="list-style-type: none"> ○ Strategic issues / resolutions ○ HR policy framework ○ Council wide employee relations issues ○ Council wide issues / support ○ Change Management ○ Complex case work support for HoS, Directors, CEX ○ Strategic Performance Improvement

This page is intentionally left blank

Appendix 3.1:

Proposed HR/OD Management Team Structure



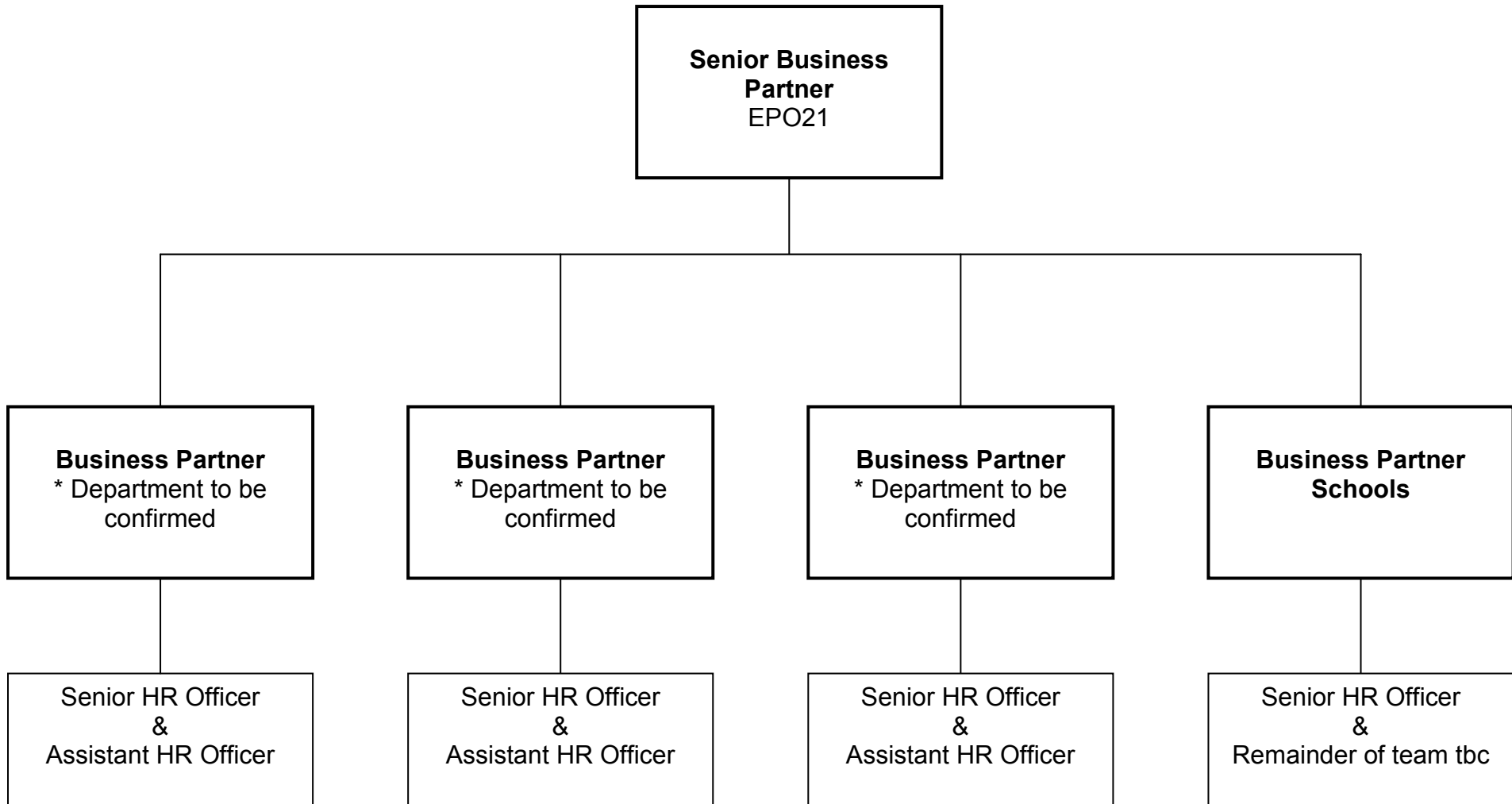
1. This area of service delivery will undertake a further review as TBS is implemented.

This page is intentionally left blank

Appendix 3.2:

Proposed HR/OD Structure: Business Partner Model

Page 73

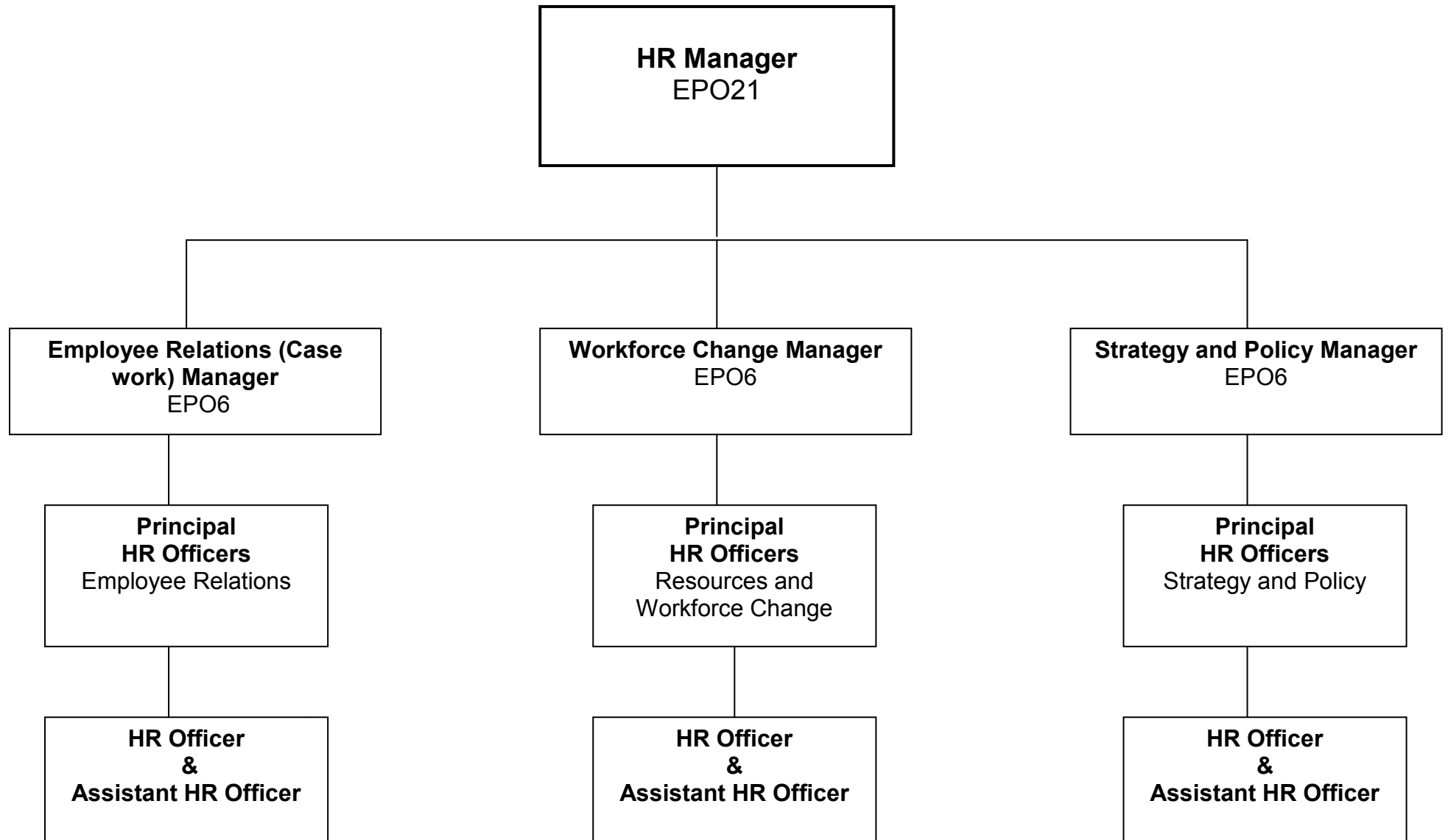


* Department to be confirmed dependant on Senior Manager restructure

This page is intentionally left blank

Appendix 3.3:

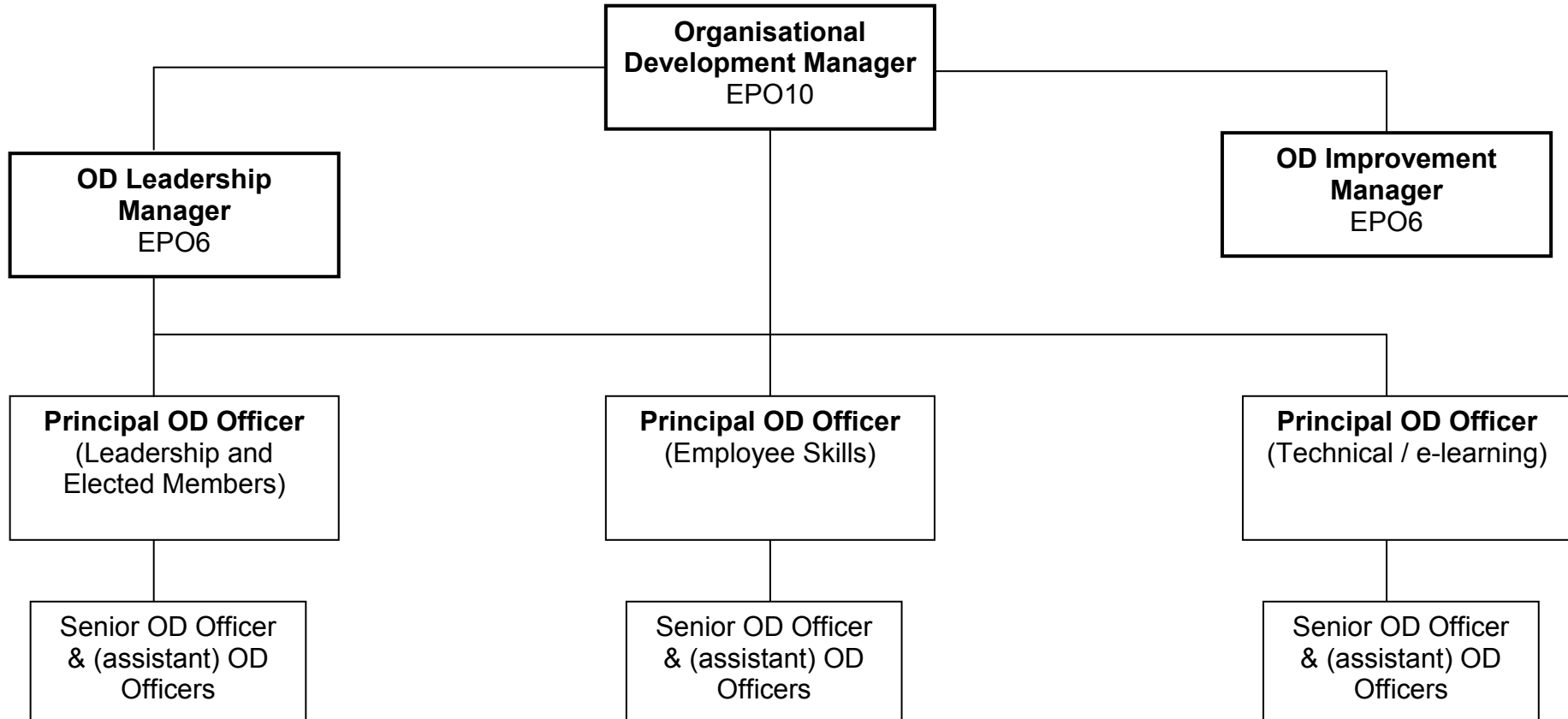
Proposed HR/OD Structure: Specialist Teams



This page is intentionally left blank

Appendix 3.4:

Proposed HR/OD Structure: Organisational Development



This page is intentionally left blank

Appendix 4:

Employee Budgets to be aligned to Head of Human Resources and Organisational Development

Originating Department	Employee FTE	Budget *
CYPD	12.92	£389,800
DASS	14.85	£518,800
Finance	2.78	£100,700
Law	1.00	£20,500
Technical Services	2.91	£115,100
TOTAL	34.46	£1,144,900

* Figures include on-costs

This page is intentionally left blank

WIRRAL COUNCIL

THE EMPLOYMENT AND APPOINTMENTS COMMITTEE

24 SEPTEMBER 2012

SUBJECT:	MONITORING USE OF COMPROMISE CONTRACTS
WARD/S AFFECTED:	ALL
REPORT OF:	ACTING DIRECTOR OF LAW, HR & ASSET MANAGEMENT
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of the report is to inform Employment and Appointments Committee of settlement of compromise contracts since

2.0 BACKGROUND AND KEY ISSUES

- 2.1 On 23 April 2012, The Employment and Appointments Committee agreed the following process for use of Compromise Contracts

1) Authorised Officers are permitted to continue working within the current Scheme of Delegation to manage the process of Compromise Contracts but subject to Paragraph (4) below;

2) COT3 Contract outcomes will be reported to the next available Employment and Appointments Committee;

3) compromise Contracts for EVR exercises should remain within the bounds of existing delegated authority and policies. However, EVR should not be used to cloak individual personnel issues and, in cases of doubt, the Chair of the Employment and Appointments Committee should be approached and minuted decisions provided to the next Employment and Appointments Committee;

4) All Compromise Contracts except those to settle litigation and those requiring a payment of £30,000 or less will be dealt with in the following manner;

The Head of Legal and Member Services, in conjunction with the Head of Human Resources and Organisational Development will put forward any proposed agreement for termination of employment of officers, with appropriate justification, to a Sub Committee of the Employment and Appointments Committee which shall have the power to approve the proposed agreement (or otherwise) and which shall be constituted in accordance with sub paragraph (b) below;

(b) A Sub Committee with proportionality of 1:1:1 shall be co-opted from the list of Members available for the Appeals Sub-Committee by the Head of Legal and Member

Services, who will call a meeting of the Sub-Committee giving five clear working days notice, or sooner with the agreement of all parties; and

5) For the avoidance of doubt, the above procedures do not apply to Council staff employed at schools with delegated budgets and whose employment is subject to the powers of Governing Bodies under local management of schools.

2.2 Attached at Appendix One is a summary of COT 3/Compromise Contracts the Council has entered into since 23 April 2012. This appendix is exempt.

3.0 RELEVANT RISKS

3.1 Compromise agreement reached to minimise further financial risk to the Council.

4.0 OTHER OPTIONS CONSIDERED

4.1 HR and Legal advice obtained on alternative options in all cases, including external legal advice where appropriate.

5.0 CONSULTATION

5.1 None

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1 None

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

7.1 Financial costs are detailed in Appendix.

8.0 LEGAL IMPLICATIONS

8.1 Legal advice has been obtained in all cases, including external legal advice where appropriate.

9.0 EQUALITIES IMPLICATIONS

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

(b) No because there is no relevance to equality.

10.0 CARBON REDUCTION IMPLICATIONS

10.1 None

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 none

12.0 RECOMMENDATION/S

12.1 It is recommended that The Employment and Appointments Committee notes the information provided about use of compromise contracts.

13.0 REASON/S FOR RECOMMENDATION/S

13.1 This report meets the requirements set out by the Employment and Appointments Committee on 23 April 2012

REPORT AUTHOR: **Chris Hyams**
Head of Human Resources and Organisational Development
telephone: (0151 691 8590)
email: chrishyams@wirral.gov.uk

APPENDICES

Appendix One - Compromise Contracts Signed (Exempt)

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Employment and Appointments Committee	23 April 2012

This page is intentionally left blank

EMPLOYMENT AND APPOINTMENTS COMMITTEE – 7 JUNE 2012

10. APPEALS SUB-COMMITTEE

The Director of Law, HR and Asset Management requested the Committee appoint a proportionate pool of 21 Members from which an Appeals Sub-Committee of any 3 Members would be drawn.

Resolved – That this Committee recommends to Council:

(1) That a pool of 21 Members be appointed, in the ratio 12:7:2, from which an Appeals Sub-Committee of any 3 Members will be drawn as and when required, with the Chair being appointed at each meeting, for the municipal year 2012/13 and until such time as a new Appeals Sub-Committee is appointed.

The membership of the pool be as follows:

Conservative (7 Members)

Councillors Lesley Rennie, Andrew Hodson, John Hale, David Elderton, Eddie Boulton, Cherry Povall and Mike Hornby

Labour (12 Members)

Councillors George Davies, Paul Doughty, Adrian Jones, Ann McLachlan, Brian Kenny, Anne McArdle, Moira McLaughlin, Chris Meaden, Denise Roberts, John Salter, Harry Smith and Jean Stapleton

Liberal Democrat (2 Members)

Councillors Mark Johnston and Dave Mitchell

(2) That all Members of the pool undertake appropriate training and, normally, complete that training before sitting on any Appeals Sub-Committee.

This page is intentionally left blank

COUNCIL AGENDA ITEM

9. MATTERS REQUIRING APPROVAL BY THE COUNCIL

To consider matters referred to the Council for determination. The relevant minutes are attached; copies of the related reports can be provided for Council members on request.

In accordance with Standing Order 7(1), these matters will be taken as approved except in respect of any to which objections or amendments are submitted in accordance with Standing Order 7(2).

A. *****

B. *****

C. Employment and Appointments Committee – 7 June, 2012

Minute 10 - Appeals Sub-Committee (nem con vote required – see below)

(The rules regarding political balance of Council Committees are fixed by the Local Government and Housing Act 1989 and subordinate legislation contained in the Local Authorities (Committees and Political Groups) Regulations 1990. Departures from the normal rules are only possible on a 'nem con' vote basis, where no Member votes against the motion. The allocation of seats that do not accord with strict political balance requirements require a nem con vote of the Council.)

This page is intentionally left blank

COUNCIL – 16 JULY 2012

27. MATTERS REQUIRING APPROVAL BY THE COUNCIL

In accordance with Standing Order 7(1) a number of matters were submitted by the Council for approval.

The Acting Director of HR, Law and Asset Management advised the Council that in respect of agenda items (C), Employments and Appointments Committee Minute 10 – 7 June 2012 (Appeals Sub-Committee) and; (D) Standards Committee Minute 2 – 25 June 2012 (New Standards Regime), a nem con vote of the Council was required. He commented that the rules regarding political balance of Council Committees were fixed by the Local Government and Housing Act 1989 and subordinate legislation contained in the Local Authorities (Committees and Political Groups) Regulations 1990. Departures from the normal rules were only possible on a 'nem con' vote basis, where no member voted against the motion. The proposed allocation of seats did not accord with strict political balance requirements and therefore required a nem con vote of the Council

Resolved –

(1) *****

(2) That as votes in relation to the following matters were not unanimous, neither were approved:

(i). **Employment and Appointments Committee – 7 June 2012**
Minute 10 – Appeals Sub-Committee
(41:19) (One abstention)

(ii). **Standards Committee – 25 June 2012**
Minute 2 – New Standards Regime
(26:34) (One abstention)

This page is intentionally left blank

EMPLOYMENT AND APPOINTMENTS SUB-COMMITTEE

Thursday, 14 June 2012

Present: Councillors G Davies L Rennie
P Davies AR McLachlan
P Doughty P Williams
JE Green

1 APPOINTMENT OF CHAIR

On a motion by Councillor G Davies, seconded by Councillor Doughty, it was –

Resolved – That Councillor P Davies take the Chair of this Sub-Committee.

2 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

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

No such declarations were made.

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 APPOINTMENT OF DIRECTOR OF CHILDREN'S SERVICES

The Leader of the Council expressed his extreme disappointment at the number of good quality candidates who had applied for this post and suggested that he would have a discussion with the other party leaders as to how the matter could be progressed with a larger field of candidates.

The Leader of the Conservative Group concurred with the comments of the Leader and the need for a collective approach as to how the matter could be progressed.

Johnathan Swain, from the recruitment consultants Penna was welcomed to the meeting and outlined the process involved in the search for applicants.

The Leader of the Council suggested that those candidates who had applied be thanked and that their applications be kept on hold until discussions had been held as to how the post could be made more attractive. Johnathan Swain confirmed that he would contact each of the candidates.

The Head of HR and Organisational Development confirmed that with the Head of Learning and Achievement, Children and Young People's Department, due to leave the Council shortly the Acting Chief Executive would look at what support could be given to the Acting Director of Children's Services.

Resolved –

- (1) That the suggestion of the Leader of the Council be agreed. The Council would not proceed at this time with the appointment.**
- (2) That the Acting Chief Executive be given delegated responsibility to make temporary changes at a senior manager level, to ensure that the Department had sufficient capacity to deliver.**

EMPLOYMENT AND APPOINTMENTS SUB-COMMITTEE

Thursday, 14 June 2012

Present: Councillors G Davies L Rennie
P Davies AR McLachlan
P Doughty P Williams

5 APPOINTMENT OF CHAIR

On a motion by Councillor G Davies, seconded by Councillor Doughty, it was –

Resolved – That Councillor P Davies take the Chair of this Sub-Committee.

6 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

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

No such declarations were made.

7 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.

8 APPOINTMENT OF HEAD OF SAFEGUARDING AND CARE GOVERNANCE

The Head of HR and Organisational Development outlined the background to this post within the Department of Adult Social Services and informed the meeting of the urgency involved in recruiting to the post.

The Sub-Committee considered which of the 7 candidates should be long listed for the next stage of the selection process for the post of Head of Safeguarding and Care Governance.

It was suggested that as the appointment of a Director of Children's Services would now be at a later date, the final selection stage and interviews for the Head of Safeguarding and Care Governance post could be brought forward if all those officers involved in the process were available.

Resolved –

- (1) That the following 3 candidates be long listed for the next stage of the selection process – candidate numbers, 3, 4 and 6, and, subject to the agreement of those officers involved, the final selection stage and interviews be brought forward.**
- (2) That this Sub-Committee meets at 6.00pm on Thursday 28 June, 2012, for the next stage of the selection process, shortlisting.**

EMPLOYMENT AND APPOINTMENTS SUB-COMMITTEE

Thursday, 28 June 2012

<u>Present:</u>	Councillor	P Davies (Chair)	
	Councillors	G Davies AR McLachlan	P Williams
<u>Deputy:</u>	Councillor	S Mountney (in place of J Green)	
<u>Apologies</u>	Councillors	P Doughty	L Rennie

9 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

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

No such declarations were made.

10 EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC

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

11 APPOINTMENT OF HEAD OF SAFEGUARDING AND CARE GOVERNANCE

Further to minute 8 (14 June, 2012), the Sub-Committee considered the Shortlist Report, which had been prepared by the recruitment consultants, Penna, who provided an Interview Report in relation to the three candidates, who had been long listed in the selection process.

The Sub-Committee then considered which of the three candidates should be short listed for the Final Panel for the post of Head of Safeguarding and Care Governance.

Resolved – That candidate 3 be short listed for the final stage of the selection process for the post of Head of Safeguarding and Care Governance.

This page is intentionally left blank

EMPLOYMENT AND APPOINTMENTS SUB-COMMITTEE

Wednesday, 4 July 2012

Present: Councillor P Davies (Chair)

Councillors G Davies L Rennie
P Doughty P Williams
A R C McLachlan

Deputy: Councillor S Mountney (in place of J E Green)

12 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

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

No such declarations were made.

13 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. The public interest test has been applied and favours exclusion.

14 APPOINTMENT OF HEAD OF SAFEGUARDING AND CARE GOVERNANCE

Further to minute 11 (28/6/12) the Sub-Committee considered whether or not candidate number 3, having been interviewed by officers, should be invited to attend for final interview on 5 July for the post of Head of Safeguarding and Care Governance.

Resolved – That candidate number 3 be invited to attend for final interview on 5 July.

This page is intentionally left blank

EMPLOYMENT AND APPOINTMENTS SUB-COMMITTEE

Thursday, 5 July 2012

Present: Councillor P Davies (Chair)

Councillors G Davies L Rennie
P Doughty P Williams
A R C McLachlan

Deputy: Councillor S Mountney (in place of J E Green)

15 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

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

No such declarations were made.

16 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.

17 APPOINTMENT OF HEAD OF SAFEGUARDING AND CARE GOVERNANCE

Further to minute 14 (4 July, 2012), the Sub-Committee interviewed the short listed candidate for the post of Head of Safeguarding and Care Governance.

Resolved (unanimously) – That Jacqui Evans, currently Head of Service – Local Delivery and Independent Living, Cheshire East Council, be appointed to the post of Head of Safeguarding and Care Governance.

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank