

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.

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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

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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.

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?**