

# **WIRRAL COUNCIL TRANSFORMATION AND RESOURCES POLICY AND PERFORMANCE COMMITTEE**

**1 February 2016**

<b>SUBJECT:</b>	<b>Performance Appraisal</b>
<b>REPORT OF:</b>	<b>Joe Blott, Strategic Director, Transformation and Resources</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>Councillor A Jones</b>
<b>KEY DECISION?</b>	<b>No</b>

## **1.0 EXECUTIVE SUMMARY**

- 1.1** The Council set a target of 80 % for the completion of the Performance Appraisal process (2015 – 16) by 30 September 2015.
- 1.2** A series of reports have been submitted to meetings of the Policy and Performance Committee to update Elected Members on the performance against the target.
- 1.3** The current outturn figure at January 2016 for Performance Appraisal 2015 -16 is 72.8%.
- 1.4** There has been regular communication to Managers from the HR/OD function and the Chief Executive outlining the requirements to undertake performance appraisals. However, four months after the completion deadline there are a number of service areas where large numbers of performance appraisals have still not been completed.

## **2.0 BACKGROUND AND KEY ISSUES**

### **Purpose of Performance Appraisals**

- 2.1** The Council is committed to delivering Performance Appraisals with our employees as good practice and to ensure that the Council's vision, priorities and values are communicated effectively throughout the organisation so that, staff know what is expected of them and are supported to deliver.
- 2.2** The Performance Appraisal process provides a framework for Managers to give feedback to individuals on their performance over the whole year, agree expectations (objectives) for the next year, and identify learning and development needs to achieve those objectives. Individuals' contributions are also linked to the Council's priorities in the Council Plan.

## Performance Appraisal Process 2015 -16

2.3 A number of improvements were introduced to the Performance Appraisal Process 2015 - 16 including:

- Revised and simplified documentation to provide a clear framework for discussions.
- Introduction of group appraisals to assist Managers who manage large staff groups doing similar roles
- Introduction of an on-line training needs analysis to enable Managers to self-assess themselves against Council's management expectations framework

## Performance Appraisal Target & Timetable 2015 – 2016

2.4 The Performance Appraisal Target for 2015-16 is 80% and was to be delivered to the following timetable.

Job Role	Completion date
Strategic Directors/ Directors / HOS and Senior Managers	31 May 2015
Managers/Team Leaders	30 June 2015
Employees	31 July 2015
	31 August 2015
	30 September 2015

2.5 Whilst it is acknowledged that all employees should go through the performance appraisal process, a target of 80% was agreed because it reflected a significant stretch from the 2014/15 performance of 49% which was the first year of delivery of Performance Appraisal across the Council.

## Support for the process

2.6 The HR/OD function has supported the organisation to improve the completion of performance appraisals through:

- **Communication** – Managers were briefed on the requirements of the process through One Brief, Intranet and briefings to Senior Leadership Team (SLT), Departmental Management Teams (DMT) and have received regular communication reminding them of the requirement to undertake their appraisals.
- **HR Management Information** – DMT's have received monthly updates on progress towards the agreed Performance Appraisal targets.

## Update on progress against target

2.7 The current outturn figure for the organisation is 72.8%. An update on performance against the target has been shared at previous meetings of the Policy and Performance Committee.

- 2.8 At the last meeting the committee asked for more detail of the performance for each directorate, this is attached at Appendix One.
- 2.9 As highlighted within the Performance Appraisal Report (Appendix One) most directorates have now exceeded the 80% completion target, with the exception of Children and Young People, and Transformation and Resources. The outturn figure for Children and Young People of 52.7% falls significantly below the required level which has in turn prevented the Council achieving their target.

### **Key Issues preventing service areas achieving the target**

- 2.10 Committee have been regularly updated on the performance of directorates against the target and have asked for reasons why the target has not been achieved.
- 2.11 It is acknowledged that performance must improve. However, some of the factors that have contributed to delayed achievement or failure to achieve targets are as follows:
- Over past 12-18 months there has been significant remodelling in the Council. Over 2,000 employees have been consulted about changes to their job roles during this process. Managers have conducted 1:1 redundancy consultation meetings. Over 300 employees have left the Council on VS/EVR and 48 employees were redeployed into new roles. Most service areas across the Council's three directorates have restructured. In some cases, this was over a 12 month period due to the complexities of the remodelling process. Significant numbers of employees were placed at risk of redundancy during this time. This clearly has an implication for morale and fears over job security.
  - In CYPD, in particular, there remains high pressure on social care services. There have been significant recruitment and retention issues in front line Social Work Teams. This is a local, regional and national issue. It has led to high use of agency workers to deliver services in some Social Work Teams and at team and middle management level. In addition, there has been a high turnover of employees at Senior Management level. These areas have also had high levels of sickness absence. There has been a restructure and relocation of Social Work Teams as part of a new delivery model which was implemented in July 2015. It should be noted that Social Work Managers are required to carry out regular 'supervision' with their direct reports in which they discuss caseloads and other operational issues which supports monitoring and management of performance. A recent audit of the supervision process confirmed an 80% completion rate of social work supervision within timescale ie monthly, and fortnightly for newly qualified social workers.
  - In Transformation and Resources, there have been some particular issues completing Performance Appraisals in the Transaction Centre which has contributed to the target being missed. The Centre was created in May 2015 and brought together a range of transactional teams from across the Council into one location. This includes Payroll, Council Tax, Revenues and Benefits, Call Centre and Business Support. This has been a complex project, however

significant progress has been made and the work is ongoing. There has been high staff turnover and whilst levels of service delivery have been maintained, there have been significant demands on managerial time.

- Some services areas have experienced difficulty in arranging appraisals with some remote workers and workers who work a very small number of hours per week e.g. Cleaners in Public Buildings, Bus Escorts. Specific days were arranged for group appraisals but if they were missed it was logistically difficult to catch up.

### **3.0 NEXT STEPS**

- 3.1 It is acknowledged that the Council's performance has fallen short in this area in 2015/16.
- 3.2 Chief Officers are following this up with managers where appraisals have not been undertaken and will take appropriate action.
- 3.3 From April 2016, the Council will commence the process of performance appraisal for 2016/17.
- 3.4 It will be clearly communicated to managers that they are required to undertake appraisals within the timeframes set out and from the outset it will be explicit that failure to comply with this requirement may lead to action under the Council's disciplinary or capability policies. Chief Officers will be accountable for performance in their service areas.

### **4.0 RELEVANT RISKS**

- 4.1 If Performance Appraisal is not embedded within the organisation this could have a direct effect on the Council delivering its corporate priorities. It is a fundamental element of a manager's role to manage the performance of others to ensure they meet job requirements.

### **5.0 OTHER OPTIONS CONSIDERED**

- 5.1 None

### **6.0 CONSULTATION**

- 6.1 Consultation with the Senior Leadership Team, Departmental Management Teams and Trade Unions has taken place on the revised Performance Appraisal framework.

### **7.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS**

- 7.1 None

### **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 None

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

9.1 None

## **10.0 LEGAL IMPLICATIONS**

10.1 None

## **11.0 EQUALITIES IMPLICATIONS**

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

No, an Equality Impact Assessment was completed when Performance Appraisal was introduced to the Council in 2013-14

## **12.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS**

12.1 None

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 None

## **14.0 RECOMMENDATION/S**

14.1 To note the content of the report

## **15.0 REASON/S FOR RECOMMENDATION/S**

15.1 None

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## **APPENDICES**

	<b>Appendix</b>
<b>1</b>	Performance Appraisal Report 2015 – 16