



**AUDIT AND RISK MANAGEMENT COMMITTEE  
MONDAY 12 JUNE 2017**

<b>REPORT TITLE:</b>	<b>PERFORMANCE APPRAISAL</b>
<b>REPORT OF:</b>	<b>ACTING HEAD OF HR/OD</b>

**REPORT SUMMARY**

This report sets out the Council position in relation to the Council's performance in completing employee appraisals in 2016/17.

**RECOMMENDATION**

Audit and Risk Management Committee note the Council's performance in completing employee appraisals.

## **SUPPORTING INFORMATION**

### **1.0 REASON FOR RECOMMENDATION**

The Council's performance in this area has been a regular item for discussion at Audit and Risk Management Committee as part of performance reporting. At the last Committee a specific report was requested on the latest position for employee appraisals.

### **2.0 OTHER OPTIONS CONSIDERED**

2.1 None

### **3.0 BACKGROUND AND KEY ISSUE/S**

#### **3.1 Process**

The Council uses a top-down staged approach for completing performance appraisal throughout the year, starting with Chief Officers. This is a standard approach in order that senior management objectives are aligned with corporate objectives (delivery of Wirral Plan and supporting strategies) and in turn these are reflected in the objectives of staff who report to them.

The process includes a review of performance against objectives set the previous year with feedback and discussion between line manager and employee, setting objectives for the next 12 months linked to team and service plans and identifying any training and other support required to deliver objectives. There is also a 'checklist' of HR and other key policies to ensure compliance, awareness and understanding.

With over 3,500 employees delivering a wide variety of services, the Council is a large and complex organisation. There is a wide range of working arrangements in place. Group appraisals were undertaken with some staff groups that work remotely and/or with limited part time working hours (e.g. Pupil Escorts, School Crossing Patrol and Leisure Services).

The Council set a target of 100% completion for both employee and manager appraisals for 2016/17.

#### **3.2 Performance for 2016/17**

Appendix one sets out the performance against performance appraisals in 2016/17.

The report shows that 96.2% of employees had employee appraisals during 2016/17, and that 99.2% of managers had appraisals by 31 March 2017.

This compares to 46% recorded and completed in 2014/15 and 78% in 2015/16.

The target date for all managers (by 30 June) and all employees (by 30 September) was not fully met. Following the Ofsted inspection in July 2017 and the dedicated improvement work that commenced arising from that, the timeframe for Children's Social Care was extended to complete appraisals in the service by 31 March 2017.

Human Resources have reviewed all instances where appraisals have not been undertaken with relevant line managers and are satisfied why they were not undertaken in the period. This includes long-term sickness and maternity, post changes and some interim/agency arrangements.

The Audit and Risk Management Committee's previous concern about the Council's performance in this area has been acknowledged. This has been given a very high priority. There has been a significant effort in communicating and re-enforcing expectations and there has been a considerable progress in performance in this area.

The clear expectation is that all employees have an annual appraisal. This should be an embedded and valued part of a performance management culture. The performance appraisal process is very important in ensuring staff have clear expectations, providing the opportunity for a structured, two way discussion about performance, setting objectives for the next year and identifying support required to deliver those objectives.

Performance in this area will continue to be monitored and reported as part of the regular organisational performance reports. We have continued to refine and develop the process for performance appraisals.

The target for 2017/18 is that all employees have an appraisal by 31 March 2018.

#### **4.0 FINANCIAL IMPLICATIONS**

4.1 None

#### **5.0 LEGAL IMPLICATIONS**

5.1 None

#### **6.0 RESOURCE IMPLICATIONS**

6.1 None

#### **7.0 RELEVANT RISKS**

7.1 There are potential risks to the Council if performance appraisal is not undertaken regularly with employees. It is the starting point for managers in managing the performance of others. There would be a potential risk to the Council arising from a lack of clarity around expectations, poor performance not being identified, employees not receiving the support required to

undertake roles and develop and career development opportunities being missed.

## **8.0 ENGAGEMENT/CONSULTATION**

8.1 None

## **9.0 EQUALITY IMPLICATIONS**

9.1 None

### **REPORT AUTHOR:**

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### **APPENDICES**

Appendix One: Performance Appraisals 2016/17

### **REFERENCE MATERIAL**

### **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Audit and Risk Management Committee</b>	<b>14 March 2017</b>