

Ref: SL/JC

Date: 23 March 2010

I refer to the agenda for the meeting of the Policy & Resources Committee to be held on Tuesday 30 March 2010 at 3 pm and attach two reports which were not available on the day of issue together with a further item, all as undernoted.

ELAINE PATERSON
Head of Legal & Administration

Undernote

19. **Corporate Workforce and Development Strategy (CWDS) - Progress Report**
Report by Head of Organisational Development & Human Resources
20. **Protection Arrangements**
Report by Head of Organisational Development & Human Resources

Further Item

23. **Garden Project - Fitzgerald Centre**
Report by Corporate Director (Designate) Health & Social Care

Enquiries to - **Sharon Lang** - Tel 01475 712112



Report To: Policy and Resources Committee **Date:** 30th March 2010

Report By: Head of Organisational Development and Human Resources **Report No:** HR/06/10/AW

Contact Officer: Allan Wilson **Contact No:** 01475 712022

Subject: Corporate Workforce and Development Strategy (CWDS) - Progress Report.

1.0 PURPOSE

1.1 The purpose of this report is to advise members of progress made towards the introduction of certain aspects of the strategy, including a formal competency based performance appraisal system, succession planning and an Organisational Development Audit.

2.0 SUMMARY

- 2.1 The Corporate Workforce and Development Strategy (CWDS) 2009-2012 was presented to and agreed by the Policy and Resources Committee on the 26th of May 2009 – (Agenda Item No. 21).
- 2.2. The Organisational Improvement Plan (OIP) 2009/2012 includes Workforce Development, under Work-stream 3. Regular meetings have taken place between the OIP steering group and Organisational Development (OD).
- 2.3. The document presented to Committee included a “Framework for Introduction” which expressed target dates for the commencement of certain initiatives. All target dates expressed are on track.
- 2.4. There are seven generic competencies; and three which are the sole preserve of managers. While all employee groups will be assessed against the same generic competencies there are three levels of assessment to account for the wide range of employees covered. Senior posts will be assessed using the full version of competency appraisal; middle ranked posts will be assessed using a shortened version; and all other posts will be assessed using the shortest version.
- 2.5. Competency based performance appraisal will be rolled out across the Council from the 1st of April 2010 starting with Grade K (Team Leader) and above posts; all employees will be covered by April 2011.

The competency based performance appraisal scheme is a sizable document, a copy has been emailed to each member of the Committee for their information.

- 2.6. The OD Audit – including workforce analytics and succession planning – will also commence on the 1st of April 2010.

3.0 RECOMMENDATIONS

- 3.1. Note that the competency based appraisal system comes in three versions in recognition of the range of posts covered by the system. The full version applies to Team Leader (Grade k) and above; and a shortened version applies to employees graded H to J; and a shortened further version applies to all other employees.
- 3.2 Note that a competency based performance appraisal for all posts Graded K and above is ready for use from 1st April 2010; and for all employees by April 2011.
- 3.3. Note that the Workforce Audit – analytics and succession planning – will also commence from 1st of April 2010.
- 3.4. Note that appropriate training will be provided by OD and HR for employees charged with conducting performance appraisals; and for employees in receipt of performance appraisal, as well as an overview of the overall Organisational Development plans.
- 3.5 Note that the agreed competencies are also being introduced to the recruitment procedure, in the same staged manner, by making the use of a competency based interview question template compulsory and revising recruitment and selection training appropriately.
- 3.6. Note that the next stage of development – medium term plan 9 – 18 months – will also kick on from the 1st of April 2010.
- 3.7. Note all papers concerning Organisational Development are available on request from OD and HR.

Head of Organisational Development and
Human Resources.

4.0 BACKGROUND

- 4.1 The Corporate Workforce and Development Strategy (CWDS) 2009-2012 was presented to and agreed by the Policy and Resources Committee on the 26th of May 2009 – (Agenda Item No. 21).
- 4.2 The Organisational Improvement Plan (OIP) 2009/2012 includes Workforce Development under Work-stream 3. Regular meetings are ongoing between the OIP steering group and Organisational Development (OD).
- 4.3. In order to fully realise the benefits of the CWDS in a structured fashion, a staged development timeline is incorporated. In addition with regards to competency based performance appraisal, note that recognition was included at an early developmental stage that abridged versions – shortened – were likely to be the way forward.
- 4.4. The substantive pieces of work included in the first phase are competency based performance appraisal for employees sitting on and above Grade K; and a by service OD Audit.
- 4.5. The performance appraisal competencies are designed to help attract and retain the right person to a job and to ensure that those attributes are not lost over time. For this reason, it is also important to integrate the agreed competencies into the corporate recruitment process by developing competency based interviews. This will be achieved in a staged manner mirroring the timeline developed for introducing competency based performance appraisal. Recruitment and Selection training material will be updated to capture this method of conducting interviews.
- 4.6. A timetable for training, to ensure officers conducting performance appraisal reviews are properly prepared is supported by literature and training material; and the Organisational Development team will visit each service independently.
- 4.7. The CWDS goes further than performance appraisal and the OD audit; it also takes into account efficiency programmes, employee welfare/development programmes, and longer term attraction and retentions schemes.

5.0 PROPOSALS

- 5.1. It is proposed to continue implementing phase 1 while now developing items covered in phase 2.

6.0 IMPLICATIONS

- 6.1 Finance: N/A.

Financial Implications – One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments

Financial Implications – Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments

6.2 Human Resources: N/A.

6.3 Legal: N/A.

7.0 CONSULTATION

7.1 Trade union colleagues have been kept fully informed. There will be no resistance to the project however, concerns are worthy of consideration via training and revisited at appropriate intervals – consistency; favouritism; knowledge of reviewer of employee being assessed.

Report To:	Policy and Resources Committee	Date:	30 March 2010
Report By:	Head of Organisational Development and Human Resources	Report No:	HR/02/10/AM
Contact Officer:	Allan Wilson	Contact No:	1475 712015
Subject:	Protection Arrangements		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee on the outcome of discussions with the trades unions to move away from the current 3 years salary protection for employees and to make recommendations regarding the future of salary protection arrangements for Local Government employees and Craft employees.
- 1.2 The associated Workforce Development theme is Planning for the Future – Modernisation.

2.0 SUMMARY

- 2.1 There is no prospect of a collective agreement to reduce the existing salary protection arrangements as trade union colleagues will not agree to a change which is to the detriment of their members.
- 2.2. Members have previously agreed that it is not sustainable to continue with the current 3 year protection arrangement for Local Government employees (whose terms and conditions of employment are governed by the Red Book) and Craft employees.
- 2.3. Grounds for changing existing arrangements, you will recall from the previous committee report, are: equality and the challenging economic climate.

3.0 RECOMMENDATIONS

- 3.1 The Committee is asked to agree that the revised salary protection arrangements will be for a 1 year period (including an employee's formal notice period.)
- 3.2 The Committee agree that the revised arrangements be introduced with effect from 1st July 2010, after formal notice is issued to all affected employees, and agree the phased reduction as per Appendix 1.

Head of Organisational Development
and Human Resources

4.0 BACKGROUND

- 4.1 A report was submitted to the Policy and Resources Committee on the 15th of December 2009 concerning the revision of salary protection arrangements for Local Government employees and Craft employees. The Committee agreed that the Chief Executive and the Head of Organisational Development and Human Resources be remitted to enter into discussions with the trades unions to agree a revision to existing salary protection arrangements of three years which is considered not to be a sustainable position for the Council.
- 4.2 The Committee agreed that it was not sustainable to continue with the current 3 year protection arrangement for Local Government employees (whose terms and conditions of employment are governed by the Red Book) and Craft employees. Grounds for changing existing arrangements, you will recall from the previous committee report, are: equality and the challenging economic climate.
- 4.3 The Committee also agreed that delegated authority be given to the Chief Executive and Head of Organisational Development and Human Resources to consult with the trades unions on reducing the protection period over a period of time and to bring back proposals to this Committee. This report fulfils that remit.
- 4.4 Discussions have taken place with the trades unions with various options being discussed as to the revised level of salary protection and how this could be introduced, including for example on a phased basis.
- 4.5 The outcome of the discussions is that there is no collective agreement with the trade unions. The trade unions response is a united one and requests the maintenance of existing arrangements; and comments there is no possibility of them agreeing to a change to an independent benefit which is to the detriment of their members – note the trade unions have no intention to ballot their members on this matter.
- 4.6. The trade union reaction (and employee reaction) to a reduction in salary protection period is difficult to determine. In the absence of the requirement to provide any salary protection from a legal perspective, the phased introduction of the new salary protection period and the fact that salary protection remains, albeit reduced, will go some way to protecting the Council's position. Furthermore the grounds for reducing the salary protection period as considered reasonable.

5.0 PROPOSALS

- 5.1 Having now exhausted the negotiation and consultation period it is considered reasonable taking account of all the circumstances to reduce the salary protection period to 1 year to include any individual period of notice which can be up to 3 months. .
- 5.2 In recognition that the existing salary protection period is not strictly speaking contractual, it is nevertheless notorious (an implied term and condition of employment) existing arrangements should be phased out leading to 1 year in all cases by November 2011.
- 5.3 Under the circumstances to facilitate the salary protection period being reduced to 1 year appropriate notice to employees (3 months) will commence on the 1st of April 2010. This means the phased introduction of the new arrangement, should this report be accepted, commencing on the 1st of July 2010 – Appendix 1.

6.0 IMPLICATIONS

- 6.1 Finance: n/a

Financial Implications – One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments

Financial Implications – Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments

6.2 Human Resources:

6.3 Legal: The Head of Legal and Administration has been consulted on this issue. McRoberts (Stephen Miller) commented that 1 year salary protection is appropriate on modernisation and efficiency grounds; and for equality reasons.

6.4 Equalities: Reduces the likelihood of any challenge.

7.0 CONSULTATION

7.1 Extensive however, no collective agreement.

8.0 LIST OF BACKGROUND PAPERS

Report To:	Policy & Resources Committee	Date: 30 March, 2010
Report By:	Robert Murphy Corporate Director (Designate) Health & Social Care	Report No: SW/17/10/RM
Contact Officer:	Robert Murphy Corporate Director (Designate) Health & Social Care	Contact No: 01475714011
Subject:	Garden Project Fitzgerald Centre	

1.0 PURPOSE

- 1.1 The purpose of the report is to advise Committee of the proposal to develop a Sensory Garden project within the confines of the Fitzgerald Centre, a service for individuals with a Learning Disability

2.0 SUMMARY

- 2.1 Service Users, Carers and Staff have identified the development of a sensory garden within the grounds of the Fitzgerald Centre as being a positive addition to the services provided. It was further indicated that the project could also provide opportunities for the service users to be involved and to have ownership of the project. The project would also facilitate the development of ground around the Centre which is at present inaccessible.
- 2.2 In order to progress the project a small project committee was formed with a formal constitution developed in conjunction with CVS Inverclyde. The role of the Committee was to explore funding opportunities and to manage the Project and the funds.
- 2.3 To date the Committee has initiated a partnership with James Watt College and Lower Clyde Greenspace, with an agreement that the Project be co-ordinated through Greenspace.
- 2.4 Throughout the past year there has been a continued interest in the development from the Council and as part of the adjustments to the 2010/2011 Budget agreed in February, £10,000 was allocated from the Common Good Fund to support the project.

3.0 RECOMMENDATION

- 3.1 That Committee agree the investment of £10K for the Project which will be used to develop the work in accordance with the view that Service Users and Carers are fully involved in the development and establishment of the garden.

**Robert Murphy
Corporate Director (Designate)
Health & Social Care**

4.0 BACKGROUND

4.1 It is acknowledged that we need to ensure inclusion of individuals in their every day life and that we should challenge them to extend their opportunities and experiences. To this end the idea of the Sensory Garden has been formulated between service users, carers and staff at the Fitzgerald Centre.

4.2 Such a development is viewed as an opportunity on a number of differing levels;

- It accommodates the involvement of service users in the planning and development;
- It provides a focus for partnership working;
- It offers an opportunity for service users to actively participate in the building and planting of the Garden;
- In partnership with other agencies and services it will provide a Garden which has the facility of engaging those individuals with higher levels of disability with their environment;
- The project also provides opportunities for those on Community Service to provide a clear representation of community reparation; and
- The project will enhance the grounds around the Centre.

4.3 It is anticipated that this will be an evolving project with the development of the Garden itself, the establishment of a mural in conjunction with a professional artist and the different planting arrangements over the course of time.

4.5 Such a development is as will be acknowledged a combination of work carried out by volunteers, service users, staff, community services and also a relatively small input regarding commissioned work in respect of some of the hard landscaping and the Mural.

5.0 PROPOSALS

5.1 The initial stage of this project will be to commission the hard landscaping and the ground clearance. As such the investment from the council is of significant importance.

5.2 The end result will be a garden which promotes the service and meets the aspirations of service users and carers. It will also provide a therapeutic opportunity to those with sensory disabilities and facilitate the establishment of a place of tranquillity for those who may be agitated.

6.0 IMPLICATIONS

6.1 Legal: None.

6.2 Finance:

Financial investment for the further development of the Garden project is indicated to be provided from the Common good Fund.

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
90000			£10,000		Identified funding from common good Fund

6.3 Personnel: None

6.4 Equalities: The development of the project in itself is a prime focus for inclusion and for the development of access in respect of disability. The service is also very clearly committed to development of services which demonstrate a connection with the fuller equalities and diversity policies of the Council.

7.0 CONSULTATION

7.1 There has been ongoing consultation with service users, carers and staff along with the involvement of volunteers and other agencies.