

To: Members of the Special Sub-Group

**Councillors Chambers, Hayfield, Humphreys, Jenns, Singh
and M Stanley**

For the information of the other Members of the Council

SPECIAL SUB-GROUP

11 DECEMBER 2018

The Special Sub-Group will meet in the Committee Room, The Council House, South Street, Atherstone on Tuesday 11 December 2018 at 6.30 pm.

AGENDA

PART I - PUBLIC BUSINESS

- 1 Evacuation Procedure.**
- 2 Apologies for Absence / Members away on official Council business.**
- 3 Disclosable Pecuniary and Non-Pecuniary Interests**
- 4 Public Participation**

Up to twenty minutes will be set aside for members of the public to ask questions or to put their views to elected Members. Participants are restricted to five minutes each. If you wish to speak at the meeting please contact David Harris on 01827 719222 or email democraticservices@northwarks.gov.uk.

ITEMS FOR DISCUSSION AND DECISION (WHITE PAPERS)

- 5 **Update Report on Human Resources Issues** – Report of the Corporate Director - Resources

Summary

This report summarises work done by the Human Resources team in 2018/19 and highlights further work to be undertaken. It provides details of the sickness levels for the period of April 2018 to September 2018 and provides some further information on action taken in managing absence.

The Contact Officer for this report is Kerry Drakeley (719300).

- 6 **Exclusion of the Public and Press**

Recommendation:

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

EXEMPT INFORMATION (GOLD PAPERS)

- 7 **Borough Care** - Report of the Director of Housing

The Contact Officer for this report is Angela Coates (719369).

JERRY HUTCHINSON
Chief Executive

For general enquiries please contact David Harris, Democratic Services Manager, on 01827 719222 or via e-mail – davidharris@northwarks.gov.uk.

For enquiries about specific reports please contact the officer named in the report.

Agenda Item No 5

Special Sub-Group

11 December 2018

Report of the Corporate Director (Resources)

Update Report on Human Resources Issues

1 Summary

- 1.1 This report summarises work done by the Human Resources team in 2018/19 and highlights further work to be undertaken. It provides details of the sickness levels for the period of April 2018 to September 2018 and provides some further information on action taken in managing absence.

Recommendation to the Sub-Group

That the report be noted.

2 Introduction

- 2.1 This report provides an update on Human Resources issues and the position on sickness for 2018/19, and in addition, and highlights further work to be undertaken.

3 Health and Absence Management

3.1 Summary of Sickness Absence 2018/19 (April 2018 – September 2018)

- 3.1.1 Absence Management is recorded for all employees, and is then analysed into short and long term absence. Comparing the same time period in 2017/18 to 2018/19 there is an increase, 1.89 days in long term sickness absence per full time equivalent (FTE), and a decrease, 0.16 days in short term sickness. The position is summarised in the table below, with additional detail given at Appendix A.

Type	2017/18	2018/19
Short Term	2.00 days per FTE	1.84 days per FTE
Long Term	1.90 days per FTE	3.79 days per FTE
Total	3.90 days per FTE	5.64 days per FTE

- 3.1.2 In line with the Attendance Management Policy sickness absence reports are sent to Corporate Directors/Directors on a monthly basis. HR also meets with the Corporate Directors/Directors/Section Heads on a bi-monthly basis to provide advice and to discuss what action they have taken within their

Divisions. The aim of these reports and meetings is to increase managers' awareness of sickness absence within their Divisions, which should aid proactive and consistent management of absence issues and will contribute to minimising short-term absence figures. Managers now take employees with habitual short-term absences to case management earlier.

- 3.1.3 The long-term sickness absence is being managed either by getting staff back to work or them exiting the organisation either on ill-health retirement, dismissal or by resignation. Those with significant long-term absence equates to 12 employees having lost a total of 756.47 days. 9 of these employees have successfully returned to work, 2 are still absent and 1 has left the Council.
- 3.1.4 Appendix B shows the reasons for the number of days lost per FTE. The main reasons for absence relate to: Muscular-Skeletal, Mental Ill Health and Cold/Flu/Infections.
- 3.1.5 Before the end of the financial year, the Council intends to review its Occupational Health Provider. Whilst the Council has been content with the services of the current provider for a numbers of years, it would be beneficial to review the available providers in the market to ensure that a cost effective, efficient service is delivered.

4 Recruitment, Retention and Selection

- 4.1 There were a number of starters and leavers between April 2018 to September 2018. There were 22 leavers, including 2 redundancies and 20 resignations. There were 11 starters. This equates to a labour turnover of 7.21% (6.56% voluntary leavers).
- 4.2 The Council has continued with the strategy of reviewing all posts that become vacant. Those posts that need to be filled are recruited to internally where possible. During the current year, 12 posts have been filled internally; this supports the Council's ability in succession planning.

5 Employee Relations

- 5.1 The HR team provides advice and support to managers on all HR issues. The HR Manager and the HR Officers provide support to managers and lead, where appropriate, on investigations, disciplinary, grievance, and capability relating to performance or attendance. There were 2 investigations (1 grievance and 1 disciplinary) undertaken from April 2018 – September 2018.
- 5.2 The HR Manager and HR Officers also provide considerable support in the actions up to and including hearing and appeals (if required). The disciplinary investigation resulted in no disciplinary action taken and the grievance investigation concluded overall there was no case to answer.
- 5.3 Service restructures require staff consultations which the HR Manager and the HR Officers undertake with the line managers. These require HR to provide support to both managers and staff, with the queries and information they

require during the process or following implementation. During 2018/19 this has involved considerable support following the restructure within Leisure Facilities (and the associated TUPE transfer for Arley Sports Centre employees).

- 5.4 The HR team is co-ordinating the Staff Survey 2018, which was sent to all employees in November 2018. The HR team will encourage responses to the 2018 survey to facilitate a high response rate, which in turn, ensures a more representative result base.

6 Pay & Benefits

- 6.1 In 2018/19, staff on SCP20 and above received a pay award of 2.0% and staff on SCPs 6-19 incl. received a higher percentage pay award in order to meet the National Living wage provisions for full implementation by 2020. A pay award of 2% was agreed for Chief Executive and Chief Officers and will be reflected in the Pay Policy statement for 2019/20, which will be prepared and published on the Council's website later on in the year.

- 6.2 Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. Employers in the public sector must base their pay data on staff employed on a "snapshot" date of 31 March each year and will have 12 months to publish the information on their own website and to upload it to a Government website. The Council's report for the snapshot date of 31 March 2018 will be published on or before 30 March 2019.

- 6.3 The cycle to work scheme (Government-approved salary sacrifice initiative allowing employees to hire a bike and accessories) was successfully run in June 2018. The window for applications is set at once a year for the month of June.

7 Learning, Training and Development

- 7.1 During the 2018/19 training year, Team Leaders/Supervisors will receive a 360-degree appraisal with the HR section managing the process and producing the analysis in house. During December 2018, an external consultant will provide the feedback to this year's cohort and will produce a report of the overall findings.

- 7.2 Our E learning programme is currently covering Health & Safety, Fraud Awareness, Equality & Diversity, Customer Service, Data Protection, Freedom of Information, Bribery Act 2010, Staff Reviews (Appraisals). The HR Manager continues to work with the administrator to develop modules for NWBC. Working in collaboration with the other Local Authorities in Staffordshire and Warwickshire, the Council benefits from cost effective or free training.

- 7.3 During the 2018/19 training year, the Council is running in house courses including Child Protection, Adult Safeguarding, Dementia Awareness and

Health and Safety courses (e.g. First Aid, Manual Handling, Legionella Awareness and Asbestos Awareness).

7.4 The apprenticeship levy came into effect from 6 April 2017. The Council has a target of 2.3%, for its workforce to be in apprenticeships from 2017/18 - 2020/21 inclusive. The Council was required to submit their public sector target report for 1 April 2017 to 31 March 2018 by 30 September 2018. The Council's report was submitted to the Department for Education and published on the Council's website during September 2018, the results were as follows:

- Number of new apprentices in England whose apprenticeship agreements started between 1 April 2017 to 31 March 2018 = 0

7.5 The HR team will continue to assist Divisions with the consideration of apprenticeships, where appropriate, in order to pay due regard to the target and to utilise the annual allowance. During 2018/19, the Council has appointed a Housing Management Apprentice (commenced September 2018) and an Apprentice Mechanic (due to start in January 2019).

8 Safety Management

8.1 Managers undertake risk assessments, safe systems of work and safety audits in their work areas.

8.2 The Health and Safety Officer joined the Council in January 2018 and initial duties have included a corporate audit of risk assessments, accident investigations, and providing advice and support to managers/employees on health and safety matters.

9 Policies Procedures and Processes

9.1 The Disclosure & Barring Service (DBS) required the Council to complete a self-assessment audit during 2017/18. The audit indicated that the Council's processes meet the DBS requirements. During 2018/19, a review of the Council's list of posts requiring DBS checks has commenced to ensure that they continue to meet the DBS eligibility requirement.

9.2 Some policy work planned for 2018/19, has not yet been completed, due to the considerable work on staffing matters following restructures. During the latter part of 2018/19, the timetable for policy review will be updated to ensure that progress is made in this area.

10 Further areas to be taken forward

10.1 The national pay negotiations for a two year offer for 2018/19 to 2019/20 have been the most significant for a number of years, in light of the need to accommodate the provisions of the National Living Wage (NLW) as it progresses to full implementation by 2020. The pay award for 2019/20 consists of:

- A redefinition of the national pay spine throughout to reintroduce a consistent differential between pay points, that will see all staff on current SCP 29 and above a pay award of 2.0% and staff on current SCPs 6-28 incl. receive a higher percentage pay award in order to meet the NLW provisions for full implementation.

10.2 In order to utilise the apprenticeship levy allowance, the HR team will be working with national training provider(s), who can support and assist with the facilitation and delivery of the apprenticeship courses undertaken by staff and the associated administration of the levy allowance.

11 Report Implications

11.1 Finance and Value for Money Implications

11.1.1 These will depend on whether additional resources are used to cover periods of absence. Most short-term absence is absorbed within sections. However, if sickness is long term, and the service could potentially fail as a result of staff shortages, then there would be additional costs to maintain services, either through buying in extra resources or acting up arrangements.

11.2 Human Resources Implications

11.2.1 As detailed in the report.

11.3 Equality Implications

11.3.1 Under the Equality Act there are specific responsibilities specified under the public sector equality duty to ensure that local authorities meet the general equality duty. In terms of Human Resources there are specific codes of practice for employment and for equal pay.

11.4 Links to Council's Priorities

11.4.1 Effective recruitment and management of the workforce contributes to the Council's priority of making the best use of our resources.

The Contact Officer for this report is Kerry Drakeley (719300)

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

ALL SICKNESS

	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Division	Average FTE per Division	Average FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	27.78	27.28	183.38	144.46	6.60	5.30
Corporate Services	25.83	24.80	26.30	52.87	1.02	2.13
Streetscape	67.40	63.70	292.85	527.70	4.34	8.28
Leisure & Comm Dev	48.57	51.66	228.40	210.72	4.70	4.08
Community Services	37.81	35.90	22.05	160.34	0.58	4.47
Finance,HR & Audit	18.35	17.76	29.00	109.97	1.58	6.19
Housing	84.08	77.32	435.57	454.02	5.18	5.87
Chief Exec	3.53	6.60	3.46	59.20	0.98	8.97
Total	313.35	305.02	1,221.01	1,719.28	3.90	5.64

SHORT TERM SICKNESS

	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Division	Average FTE per Division	Average FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	27.78	27.28	33.00	34.46	1.19	1.26
Corporate Services	25.83	24.80	26.30	26.87	1.02	1.08
Streetscape	67.40	63.70	184.85	144.70	2.74	2.27
Leisure & Comm Dev	48.57	51.66	138.42	93.99	2.85	1.82
Community Services	37.81	35.90	22.05	87.34	0.58	2.43
Finance & HR	18.35	17.76	6.00	23.00	0.33	1.30
Housing	84.08	77.32	211.10	148.02	2.51	1.91
Chief Exec	3.53	6.60	3.46	4.00	0.98	0.61
Total	313.35	305.02	625.18	562.38	2.00	1.84

LONG TERM SICKNESS

	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Division	Average FTE per Division	Average FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	27.78	27.28	150.38	110.00	5.41	4.03
Corporate Services	25.83	24.80	0.00	26.00	0.00	1.05
Streetscape	67.40	63.70	108.00	383.00	1.60	6.01
Leisure & Comm Dev	48.57	51.66	89.98	116.73	1.85	2.26
Community Services	37.81	35.90	0.00	73.00	0.00	2.03
Finance & HR	18.35	17.76	23.00	86.97	1.25	4.90
Housing	84.08	77.32	224.47	306.00	2.67	3.96
Chief Exec	3.53	6.60	0.00	55.20	0.00	8.36
Total	313.35	305.02	595.83	1,156.90	1.90	3.79

Reasons for Sickness

Division	Accident At Work	Back / Neck	Chest	Cold / Flu / Infections	ENT / Mouth	Endocrine	Genital - Urinary	Heart	Mental III Health	Muscular - Skeletal	Neurological	Pregnancy	Skin Conditions	Stomach	Total
Assistant Chief Exec				110.50	5.20				24.00		1.00			3.76	144.46
Corporate Services				1.00	8.60		4.00			30.00				9.27	52.87
Streetscape		14.05		8.74	15.68		3.00	28.00	130.82	294.00				33.41	527.70
Leisure & Com Dev		8.95	12.62	23.40	9.44		19.29	2.99	86.21	16.00	1.57		2.64	27.62	210.72
Community Services			1.00	9.19	2.00		6.76	10.41	52.73	57.00	4.48			16.77	160.34
Finance & HR		2.00	4.00	8.50				6.00	51.50				36.97	1.00	109.97
Housing		11.00	5.00	12.50	16.24		2.65	5.00	168.00	198.50	5.34			29.79	454.02
Chief Exec			4.00							55.20					59.20
	0.00	36.00	26.62	173.83	57.16	0.00	35.70	52.40	513.26	650.70	12.39	0.00	39.61	121.62	1,719.28
	0.00	36.00	26.62	173.83	57.16	0.00	35.70	52.40	513.26	650.70	12.39	0.00	39.61	121.62	1,719.28

Sickness Code Description

Accident At Work	Accident At Work
Back / Neck	Back & Neck problems
Chest	Chest / Respiratory: to include Chest infections
Cold / Flu / Infections	Cold / Flu symptoms / Infections (not chest)
ENT / Mouth	Ear / Eye / Nose / Mouth including Dental and sinusitis
Endocrine	Thyroid / Diabetes and other Endocrine Related Conditions
Genital - Urinary	Genital- urinary; including menstrual conditions
Heart	Heart / Blood pressure & Circulation
Mental III Health	Anxiety, Depression / Stress / Mental Fatigue
Muscular - Skeletal	Musculo-skeletal problems
Neurological	Neurological; to include headache and migraine
Pregnancy	Pregnancy Related
Skin Conditions	Skin Related Conditions
Stomach	Stomach / Liver / Kidney / Digestion: including Gastroenteritis

Agenda Item No 6

Special Sub-Group

11 December 2018

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Sub-Group

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

Agenda Item No 7

Borough Care – Report of the Director of Housing

Paragraph 1 - by reason of the report containing information relating to staffing matters

The Contact Officer for this report is David Harris (719222).