

To: Members of the Special Sub-Group

Councillors Farrell, Hayfield, Humphreys, Jenns, Singh and Sweet

For the information of the other Members of the Council

SPECIAL SUB-GROUP

26 JULY 2016

The Special Sub-Group will meet in the Council Chamber, The Council House, South Street, Atherstone on Tuesday 26 July 2016 at 6.30pm.

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 **Progress Report on Human Resources Issues** – Report of the Assistant Director (Finance and Human Resources)

Summary

This report advises Members of progress against the Human Resources Strategy Action Plan, work being done by the Human Resources team, the sickness levels for the period of April 2015 to March 2016 and provides some further information on action taken in managing absence.

The Contact Officer for this report is Janis McCulloch (719236)

**EXEMPT INFORMATION
(GOLD PAPERS)**

- 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.

- 7 **Staffing – Leisure and Community Development Division** – Report of the Assistant Director (Leisure and Community Development)

The Contact Officer for this report is Simon Powell (719352)

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

26 July 2016

**Report of the Assistant Director
(Finance and Human Resources)**

**Progress Report on Human
Resources Issues**

1 Summary

- 1.1 This report advises Members of progress against the Human Resources Strategy Action Plan, work being done by the Human Resources team, the sickness levels for the period of April 2015 to March 2016 and provides some further information on action taken in managing absence.

Recommendation to the Sub-Group

That the report be noted.

2 Report

- 2.1 This report provides an update on the Human Resources (HR) Strategy Action Plan and under Health and Absence Management gives the position on sickness for 2015/16.

3 Health and Absence Management

3.1 Summary of Sickness Absence 2015/16 (April 2015 – March 2016)

- 3.1.1 Absence Management is recorded for all employees, and is then analysed into short and long term absence. Comparing same time period in 2014/15 to 2015/16 there is a small decrease in short term sickness absence per full time equivalent (FTE), 0.50 and a small decrease, 0.64 in long term sickness. The position is summarised in the table below, with additional detail given at Appendix A.

...

Type	2014/15	2015/16
Short Term	4.68 days per FTE	4.18 days per FTE
Long Term	7.69 days per FTE	7.05 days per FTE
Total	12.38 days per FTE	11.23 days per FTE

- 3.1.2 In line with the Attendance Management Policy short-term sickness absence reports are sent to Assistant Directors on a monthly basis. HR also meets with the Assistant Directors 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 22 employees having lost a total of 2,099 days. 13 of these employees have successfully returned to work, 3 have left the Council, 4 were dismissed and 2 employees are currently still absent and their case is being managed in line with the Attendance Management Policy.

3.1.4 Nuneaton and Bedworth Borough Council currently use a company called First Care, to help them to manage their sickness. Given our current sickness figures, NWBC is running a trial with First Care to see if this assists the council to manage sickness more effectively. Nuneaton and Bedworth have added the Housing Maintenance Section to their workforce for this purpose to enable us to pilot the scheme. The pilot started at the beginning of the 2016/17 financial year and despite some initial problems both Managers and staff are now using the system correctly. It is still early days to assess whether this system helps to reduce sickness absence within the Housing Maintenance section, however at the year-end a full evaluation will be carried out.

... 3.1.5 Appendix B shows the reasons for the number of days lost per FTE. The main reasons for absence relate to: Operation/Post Operation, Stress and Muskoskeletal.

3.2 **Ill Health Monitored Under the Attendance Management Policy**

3.2.2 There are a number of cases currently being dealt with under the Attendance Management Policy and the current status of these cases are as follows:

- 16 employees are having management/formal reviews
- 2 employees are due to go on to management/formal reviews
- 12 employees are at Stage 1
- 6 employees are at Stage 2
- 1 employee is at Stage 3

3.2.3 Although we have removed from the books 7 difficult cases in the 12 months from 1 April 2015 to 31 March 2016 their figures are still included in the overall position. However, they are no longer adding to the level of absence.

4 Recruitment, Retention and Selection

- 4.1 There were a number of starters and leavers between April 2015 to March 2016. There were 47 leavers, including 7 employees who retired, 1 end of contract, 3 dismissals, 34 resignations, 1 deceased and 1 redundancy. There were 25 starters. This equates to a labour turnover of 14.78%.
- 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. This supports the Council's ability in succession planning.

5 Policies Procedures and Processes

- 5.1 A number of areas have been reviewed:
- Recruitment and Selection Policy and Procedure has been updated to accommodate the safeguarding requirements in the process
 - Job Description and Person Specification templates have had additions to meet the safeguarding requirements
 - All employees have received a letter outlining their responsibilities on safeguarding. HR are monitoring the return of the signed letters
 - The induction forms have been updated
 - Parental Leave has had a payroll requirement added to its process.
- 5.2 There are a number of policies being reviewed and updated. These are Supported Introduction to Employment, Job Share Policy, Secondment Policy and Procedure and the Dignity at Work Policy.

6 Pay and Benefits

- 6.1 The Pay Policy statement has been updated for 2016/17, and is published on the Council's website. A pay award of 1% with effect from 1 April 2016 has been agreed.

7 Learning, Training and Development

- 7.1 In the 2015/16 training year, Extended Management Team and Junior Supervisors/Team Leaders received a 360-degree appraisal with the HR section managing the process and producing the analysis in house. An external consultant provided the feedback to the officers and produced a report of the overall findings.
- 7.2 The consultant reported that managers have remained highly motivated, committed to the organisation and resolute in their desire to rise to the challenges ahead. Examples of improvement were attributable directly or in part to action taken as a result of the last 1:1 discussion. Managers also reported that getting the results and having the feedback was a very positive and valuable experience.

- 7.3 Our E learning programme is currently covering Health and Safety, Fraud Awareness, Equality and 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.
- 7.4 During the 2015/16 training year, the Council ran in house courses including Child Protection, Dementia Awareness, and Health and Safety courses (e.g. CDM Awareness, Fire Marshall, First Aid, Manual Handling and Risk Assessment), Managing Difficult Conversations and Mental Health First Aid.
- 7.5 The Council is planning to run in house training in the next financial year on Safeguarding Adults with Care and Support Needs.

8 Safety Management

- 8.1 Managers undertake risk assessments, safe systems of work and safety audits in their work areas.
- 8.2 Due to high demands on HR the Council has sourced additional resource to support the HR Officer in undertaking the corporate audits across the Council.

9 Employee Relations

- 9.1 The HR team provides advice and support to managers on all HR issues. The HR Manager and the HR Officer provide support to managers and lead, where appropriate, on investigations, disciplinary, grievance, and capability relating to performance or attendance. There were 8 investigations undertaken from April 2015 – March 2016 and 4 grievances dealt with.
- 9.2 The HR Manager and HR Officer also provide considerable support in the preparation for Hearings and Appeals. The 4 grievances were all dealt with and resolved informally. Of the investigations – 1 resulted in no case to answer, 3 resulted in a written warning, 1 resulted in a final warning, 2 resulted in the employees' resignation and 1 is still ongoing.
- 9.3 Service restructures require staff consultations which the HR Manager and the HR Officer do 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.

10 Report Implications

10.1 Finance and Value for Money Implications

- 10.1.1 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.

10.2 Human Resources Implications

10.2.1 As detailed in the report.

10.3 Equality Implications

10.3.1 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.

10.4 Links to Council's Priorities

10.4.1 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 Janis McCulloch (719236)

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

APPENDIX A

ALL SICKNESS

	2014/15	2015/16	2014/15	2015/16	2014/15	2015/16
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	30.80	29.37	218.80	67.94	7.10	2.31
Corporate Services	30.24	27.82	284.60	233.44	9.41	8.39
Streetscape	58.23	58.86	1,173.33	926.78	20.15	15.75
Leisure & Comm Dev	54.31	50.81	492.32	587.25	9.06	11.56
Community Services	39.40	34.92	335.46	463.64	8.51	13.28
Finance & HR	16.72	15.61	123.92	38.78	7.41	2.48
Housing	91.15	90.46	1,363.37	1,112.43	14.96	12.30
Internal Audit	2.48	2.40	7.43	49.28	3.00	20.53
Chief Exec	3.86	3.72	50.32	46.38	13.04	12.47
Total	327.19	313.97	4,049.55	3,525.92	12.38	11.23

SHORT TERM SICKNESS

	2014/15	2015/16	2014/15	2015/16	2014/15	2015/16
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	30.80	29.37	120.80	67.94	3.92	2.31
Corporate Services	30.24	27.82	138.40	49.44	4.58	1.78
Streetscape	58.23	58.86	234.33	258.16	4.02	4.39
Leisure & Comm Dev	54.31	50.81	284.72	194.38	5.24	3.83
Community Services	39.40	34.92	215.46	165.57	5.47	4.74
Finance & HR	16.72	15.61	38.92	38.78	2.33	2.48
Housing	91.15	90.46	471.37	515.51	5.17	5.70
Internal Audit	2.48	2.40	7.43	3.50	3.00	1.46
Chief Exec	3.86	3.72	21.32	19.38	5.52	5.21
Total	327.19	313.97	1,532.75	1,312.66	4.68	4.18

LONG TERM SICKNESS

	2014/15	2015/16	2014/15	2015/16	2014/15	2015/16
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	30.80	29.37	98.00	0.00	3.18	0.00
Corporate Services	30.24	27.82	146.20	184.00	4.83	6.61
Streetscape	58.23	58.86	939.00	668.62	16.13	11.36
Leisure & Comm Dev	54.31	50.81	207.60	392.87	3.82	7.73
Community Services	39.40	34.92	120.00	298.07	3.05	8.54
Finance & HR	16.72	15.61	85.00	0.00	5.08	0.00
Housing	91.15	90.46	892.00	596.92	9.79	6.60
Internal Audit	2.48	2.40	0.00	45.78	0.00	19.08
Chief Exec	3.86	3.72	29.00	27.00	7.51	7.26
Total	327.19	313.97	2,516.80	2,213.26	7.69	7.05

Reasons for Sickness

Appendix B

	Accident At Work	Anxiety / Dep	Back	Cancer	Chest	Cold	ENT / Eye	Flu	Geni- Urin	Heart	Hyper ten	Musc	Neuro	Op & Post Op	Preg	Stom	Stress	Total
NWBC	212.27	331.52	200.90	5.80	167.11	65.63	86.09	178.25	11.95	82.57	1.00	408.33	116.54	845.65	25.54	192.74	594.05	3525.92

<u>Sickness Code</u>	<u>Description</u>
Accident At Work	Accident At Work
Anxiety/ Depression	Anxiety, Depression
Back	Back & Neck problems
Cancer	Cancer related
Chest	Chest & Respiratory: to include Chest infections
Cold	Cold symptoms
ENT/Eye	Eye, Ear, Nose & Mouth/Dental : to include sinusitis
Flu	Flu symptoms
Genito-Urinary	Genito Urinary: to include menstrual problems
Heart	Heart Blood pressure& circulation
Hypertension	High Blood Pressure
Muscular	Other musculoskeletal problems
Neurological	Neurological; to include headaches and migraine
Operation & Post Op	Operation, Post Op
Pregnancy	Pregnancy related
Stomach	Stomach, Liver, Kidney & Digestion; to include gastro-enteritis
Stress	Stress, Mental health & fatigue
Unknown	No reason known for absence

Agenda Item No 6

Special Sub-Group

26 July 2016

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Board

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

Agenda Item No 6

Staffing – Leisure and Community Development Division – Report of the Assistant Director (Leisure and Community Development)

Paragraph 1 – by reason of the report containing information relating to an individual.

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