

Agenda

Dorset County Council



Meeting: Staffing Committee
Time: 10.00 am
Date: 9 July 2018
Venue: Committee Room 3, County Hall, Colliton Park, Dorchester, DT1 1XJ

Peter Wharf (Chairman)
Andy Canning
Rebecca Knox

Hilary Cox
Andrew Cattaway
Steven Lugg

Ray Bryan
Janet Dover

Notes:

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- We can provide this agenda and the reports as audio tape, CD, large print, Braille, or alternative languages on request.

- **Public Participation**

Guidance on public participation at County Council meetings is available on request or at <http://www.dorsetforyou.com/374629>.

Public Speaking

Members of the public can ask questions and make statements at the meeting. The closing date for us to receive questions is 10.00am on 4 July 2018, and statements by midday the day before the meeting.

Debbie Ward
Chief Executive

Contact: Fiona King, Senior Democratic Services Officer
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Date of Publication:
Friday, 29 June 2018

1. Apologies for Absence

To receive any apologies for absence.

2. Appointment of Vice-Chairman

To appoint a Vice-Chairman for the remainder of 2018/19.

3. Code of Conduct

Councillors are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests.

- Check if there is an item of business on this agenda in which the member or other relevant person has a disclosable pecuniary interest.
- Check that the interest has been notified to the Monitoring Officer (in writing) and entered in the Register (if not this must be done on the form available from the clerk within 28 days).
- Disclose the interest at the meeting (in accordance with the County Council's Code of Conduct) and in the absence of a dispensation to speak and/or vote, withdraw from any consideration of the item.

The Register of Interests is available on Dorsetforyou.com and the list of disclosable pecuniary interests is set out on the reverse of the form.

4. Terms of Reference

To note the Terms of Reference for the Committee:-

- (a) To determine the terms and conditions on which staff hold office (including procedures for dismissal).
- (b) To appoint Directors, Assistant Chief Executive and Heads of Service and to deal with the appointments process and recommend an appointee for the posts of Chief Executive, Monitoring Officer or Section 151 Officer.
- (c) To deal with issues relating to redundancy, disciplinary action or capability in respect of the Chief Executive, Directors, Statutory Officers and Heads of Service.
- (d) The award of discretionary payments under various Local Government and pension scheme regulations which involve the early introduction of pension benefits, at a cost to the county council, for business reasons or on compassionate grounds, in respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Heads of Service. This includes benefits arising from retirements or redundancy.
- (e) In the case of discretionary payments awarded under Local Government Pension Scheme regulations, to take decisions in accordance with the county council's 'Statement of Policy on the Local Government Pension Scheme 2014 Discretions'.
- (f) To consider any significant changes to the Staff Code of Conduct.

Note: The Officer Employment Procedure Rules shall apply in respect of terms of Reference b and c above.

Membership: As a departure from the rules requiring political balance for this Panel, its membership will include:-

8 members to include the Chairman of the County Council, Leader of the Council and 6 other members (to be nominated by the Group Leaders).

Note: When sitting as an appointments panel or as a disciplinary panel:

- (a) For the appointment of or conducting a disciplinary hearing into the conduct of or hearing an appeal by the Chief Executive, Directors, Deputy Chief Executive, Monitoring Officer or Section 151 Officer or recommendations to Council for the appointment of Chief Executive, Monitoring Officer or Section 151 Officer, its membership will be varied to comprise the Chairman and Leader of the County Council or their nominees and three other members to be nominated by the Group Leaders on each occasion (one of whom should be the relevant Cabinet member).

(b) For the appointment of or a hearing into the conduct of the Assistant Chief Executive and Heads of Service, its membership will be varied to comprise three members to be nominated by the Group Leaders on each occasion (one of whom should be the relevant Cabinet member).

Further note: the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 provide that the Head of Paid Service, Monitoring Officer and Chief Finance Officer may not be dismissed unless a procedure set out in the regulations has been followed. That procedure includes obtaining advice from a panel, the membership of which must include independent persons appointed under section 28(7) of the Localism Act 2011. Accordingly in relation to these officers the Staffing Committee may not impose the sanction of dismissal as this is a matter for the full County Council following advice from the Statutory Officer Panel.

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| 5. Minutes | 5 - 10 |
| To confirm and sign the minutes of the meeting held on 9 April 2018. | |
| 6. Public Participation | |
| (a) Public Speaking | |
| (b) Petitions | |
| 7. LGR Update | |
| To receive an update from the Leader of the County Council. | |
| 8. Headcount, FTE Figures and Non-Directly Employed Contract Workforce - Quarter 4 2017/18 | 11 - 22 |
| To consider a report by the Service Director, Organisational Development. | |
| 9. Management of Attendance 2017/18 - Quarter 4 (January to March 2018) | 23 - 32 |
| To consider a report by the Service Director, Organisational Development to include:- | |
| <ul style="list-style-type: none">• An audit return of return to work interviews; and• The Service Director for Economy and the Natural and Built Environment to attend to report on the South West Audit Partnership's (SWAP) sickness audit. | |
| 10. Performance and Development Review Completion 2017/18 | 33 - 40 |
| To consider a report by the Service Director, Organisational Development. | |
| 11. Redundancy Costs - Quarterly Report | 41 - 46 |
| To consider a report by the Service Director, Organisational Development. | |
| 12. Local Government Pension Scheme (LGPS) Employer Discretions - Shared Cost Additional Voluntary Contributions | 47 - 60 |
| To consider a report from the Service Director, Organisational Development. | |

13. Questions from County Councillors

To answer any questions received in writing by the Chief Executive by not later than 10.00am on 4 July 2018.



Staffing Committee

Minutes of the meeting held at County Hall, Colliton Park,
Dorchester, DT1 1XJ on Monday, 9 April 2018

Present:

Peter Wharf (Chairman)
Rebecca Knox, Ray Bryan and Janet Dover

Officers Attending: Jonathan Mair (Service Director - Organisational Development (Monitoring Officer)), Alison Crockett (Acting Specialist Services Lead), Sam Dewar (Principal HR and OD Adviser), Paul Loach (HR and OD Business Partner), Tracy Scott (Principal HR & OD Advisor), Carl Wilcox (HR Specialist Services Lead) and Fiona King (Senior Democratic Services Officer).

(Note: These minutes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the Staffing Committee to be held on **Monday, 9 July 2018**.)

Apologies for Absence

14 Apologies for absence were received from Andy Canning and Hilary Cox.

Code of Conduct

15 There were no declarations by members of disclosable pecuniary interests under the Code of Conduct.

Minutes

16 The minutes of the meeting held on 29 January 2018 were confirmed and signed.

Public Participation

17 Public Speaking

There were no public questions received at the meeting in accordance with Standing Order 21(1).

There were no public statements received at the meeting in accordance with Standing Order 21(2).

Petitions

There were no petitions received at the meeting in accordance with the County Council's Petition Scheme.

LGR Update

18 The Leader of the County Council provided an update on the work in relation to the Local Government Reorganisation (LGR). The work of the Dorset Joint Committee was highlighted, and it was noted that if the structural change order was confirmed as expected there would only be 2 more meetings of this joint committee.

The Acting Specialist Services Lead reported on the progress with work on the HR workstream and confirmed that it was operating pan Dorset. A major part of the work was in relation to TUPE and the aim was to be working in step with both the Dorset area and the Bournemouth, Poole and Christchurch area. Good progress was being made, a common timetable and a process for disaggregation had been developed. A detailed communications timetable was being pulled together as part of this work. Officers were continuing to meet with Trade Union representatives and it was noted that a fortnightly forum was now in place.

In respect of the Dorset area, the collation of the various terms and conditions and people management policies was progressing. Analysis of this information was being undertaken to help understand the current position and shape proposals for consideration by the Shadow Authority in relation to any TUPE measures and terms and conditions for new recruits to the Dorset Council. Work was also ongoing to shape a consistent offer to maintain workforce wellbeing and build resilience.

Following a question about the loss of staff prior to the new Authority being in place, the Acting Specialist Lead confirmed that officers were monitoring staff turnover in the different councils which ranged between 10 and 16% at present. Work was ongoing in respect of communications and engagement it was important to think about how to retain the people already in Council employment through the transition.

In response to a question from a member about whether staff had a choice between redundancy or transferring to a new authority, the Acting Specialist Services Lead noted that this was not the case. The Leader of the County Council added that staff would transfer on their existing terms and conditions. Members felt it would be important to send out a positive message to staff throughout the county.

The Chairman asked that in his role as the Cabinet member for Workforce he be kept in the loop in respect of any communications with staff to ensure consistency.

The Chairman advised members that this would be the Acting Specialist Services Lead Officer's (Alison Crockett) last Staffing Committee meeting. He was sad to see her retire but wished her well and proposed a vote of thanks from all members for all her knowledge and help over the past years.

Resolved

That Alison Crockett, Acting Specialist Services Lead be thanked and commended for her years of service to the County Council.

Headcount and FTE Figures and Non-Directly Employed Contract Workforce - Quarter 3 2017/18

19 The Committee considered a report by the Service Director, Organisational Development which covered the different aspects of workforce resourcing in the period up to Quarter 3 2017/18 (December 2017). There had been a small reduction in directly employed staff overall (25 FTE) between January 2017 and December 2017.

Members were advised that following the last meeting of the Committee, which the Chief Accountant attended, further work had been carried out to ensure that information on overall spend and forecast spend on resourcing was made available and regularly updated for Group Finance Managers and Senior Leaders.

The HR Specialist Services Lead highlighted to members that in 2009 the County Council employed 7,147 staff, now there were just 4,010 who were employed which showed that the number had been decreasing steadily. Agency workers and consultants were not a first option but were used when a particular expertise was needed and the current workforce did not possess it.

One member was pleased to note the fall in agency workers/consultants as she felt the current staff had a lot to offer. The Leader of the County Council reminded members that sometimes there were such unique qualities that were needed by the Authority, that would not be needed in the long term, but was pleased to see it was being monitored. The management of staff did sometimes require an independent expert and felt this would certainly be the case in the coming year.

Officers' attention was drawn to the substantial increase in numbers in Adult and Community Services and hoped that this was not a trend. The HR Specialist Services Lead advised members that this was one of the few indicators that had climbed and that the majority of the rationale was the adult services transformation and the Sustainability Transformation Plan (STP) work.

One member commented that they were totally committed to the staff that were currently employed and felt they were lucky to have the staff that were working for the County Council. The Chairman echoed these comments and advised members that he met with staff regularly and acknowledged their reliance on them.

Noted

Management of Attendance - Quarter 3 2017/18

20 Members considered a report by the Service Director, Organisational Development which reported that sickness absence across the County Council had reduced from 8.53 days per fte to 7.95 days per fte during this quarter. Long term sickness had reduced by approximately a third.

The HR and OD Business Partner highlighted the positive results and positive trends in the report which showed the steady reduction in sickness absence for the last 12 months.

He drew members' attention to the work of the wellbeing services including a number of workshops that had been held to help employee's manage life pressures and stress and to help build up resilience. Wellbeing services were targeting their support to teams with higher levels of stress related absence .

The Chairman highlighted that just 78% of return to work interviews had been completed and noted that some areas results were not as good as others which was a concern. The HR and OD Business Partner advised that HR have asked Audit to focus investigations on these areas. A summary of the audit would be presented to members of the Staffing Committee at their next meeting.

The Leader of the County Council felt it would be helpful to have further information on the wider impact of working days lost on a particular service and the community. Evidence of this impact specifically would help in relation to the new SEN policy that was being drafted. Members discussed specifically the roles of Passenger Support Assistants and School Crossing Patrols. The HR and OD Business Partner advised they were working with colleagues in the Environment Directorate to review job design. It was noted that these two roles not only had fairly high sickness absence rates but also had a low completion rate for return to work interview forms.

One member felt it would be helpful to show an average sickness cost in future reports. It would be interesting to compare the numbers across borough/district colleagues in readiness for the new Authority.

Following a discussion about the causes of mental health illnesses the HR and OD Business Partner advised that officers had to act upon the basis of employee's self-reporting of their reasons for absence. For a mental health related absence the trigger for their absence could be work, family, finance, life event and could therefore be complex. People were not obliged to go into detail and there was a need to respect confidentiality. However, if an employee had a good relationship with their line manager, they may feel more comfortable to disclose the background circumstances in full.

The HR Specialist Services Lead advised that he had been reflecting recently on the figures for the past 9 months of the employee counselling service where counsellors

were asked to record their assessment of the situation. The feedback showed that two thirds of the customers for the counsellors reported their concerns were in relation to personal and family related stress, the percentage for work related stress was a great deal lower.

The Chairman highlighted the work of the Mental Health Champions and drew members' attention to the Mental Health Awareness week, 14-20 May. He suggested holding a training session for all members, on mental health, to raise their awareness. One member commented that it was important for staff to realise there was someone they could talk to and that there was a good network of different avenues available where people could seek support.

Resolved

1. That the sustained better than average performance of Dorset County Council in managing sickness absence levels in comparison with other local authorities be noted.
2. That an Internal Audit of Sickness Management be conducted which will be informed of any findings of concern that the audit might identify, in particular concerning parts of the organisation not conducting return to work interviews to a satisfactory extent, be noted.

Reason for Decision

To provide a focus for the effective management of attendance within the Council.

Redundancy Costs - Quarterly Report

- 21 The Committee considered a report by the Service Director, Organisational Development which considered the costs for redundancy dismissals effective from 1 July to 31 December 2017 (quarters 2 and 3).

In respect of severance packages over £100,000, the Chairman felt he should be included in the consultation in order to give him a complete picture. He felt that the list of total costs was slightly misleading as two-thirds of the costs were probably due to pension strain costs. For future reports he would like to see a cash payment column and a column showing the pension strain figure to make the total package clearer.

Following a comment about a review of redundancies over the past 5 years and the need to ensure there was no duplication of deleted roles, the Principal HR & OD Advisor advised that HR officers worked closely with colleagues in finance to ensure the redundant posts were taken out of the system and the associated budgets also removed.

In respect of the proposed payment cap for public sector exit payments, the County Council could not implement a pay cap without it being backed by the force of law. The HR Specialist Services Lead advised that this had not as yet progressed and when it did the County Council would be bound to meet the requirements of any new legislation.

The Monitoring Officer reflected that the report showed there had been 16 redundancies with the money being recovered in 9 months which represented a considerable saving for the public purse.

Resolved

1. That members considered the costs reported in respect of redundancies and severance packages in excess of £100,000.
2. That the Chairman of the Staffing Committee be added to the consultation in respect of severance packages over £100,000.

Reason for Decision

To ensure the effective management and appropriate scrutiny of redundancy costs within the organisation.

Relocation Expenses

- 22 The Committee considered a report by the Service Director, Organisational Development which summarised the key changes and anticipated improvement to the provision of relocation expenses.

Officers advised members that the current policy had been in place for at least 20 years in its current format and the proposed changes had been initiated following comments from recruitment managers in respect of hard to fill roles e.g. children's social workers. Officers had been mindful of LGR in this process and had looked at the packages across the district and borough councils also. It was noted that there had only been 9 cases in the past twelve months where this provision had been used.

One member felt that compared with industry standards there could perhaps be more done and felt there was a need to look at how much it cost people to live in Dorset, and to perhaps think about accommodation for key workers. The Leader of the County Council noted that this policy would move into the LGR programme where the best policy from across the councils would be adopted. In respect of the private sector she recognised that the County Council's policy was not comparable as there was a limited budget.

Resolved

That the revised relocation expenses provision/guidance which would be available for managers to use with immediate effect for any new appointments to eligible roles be approved.

Reason for Decision

To assist the Council to recruit to its hard-to-fill roles that meet the eligibility criteria.

Questions from County Councillors

- 23 No questions were asked by members under Standing Order 20(2).

Meeting Duration: 10.00 am - 11.40 am

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Staffing Committee

Dorset County Council



Date of Meeting	9 July 2018
Officer	Service Director for Organisational Development
Subject of Report	Head-count, FTE and Non-directly Employed Workforce – Quarter 4 2017/18
Executive Summary	<p>The Council has a flexible model for resourcing the workforce it needs to deliver business as usual, service development, project and transformation work. The Council uses a combination of directly employed staff, casual workers, agency workers and specialist workers.</p> <p>Agency workers or consultants are used to cover workload peaks and short-term capacity needs or to bring in specific expertise, skills or capacity which are not readily available within the directly employed workforce or wider local workforce.</p> <p>This report covers these aspects of workforce resourcing in the period up to Quarter 4 2017/18 (ending 31 March 2018).</p> <p>The Council has seen a small reduction (of 32.4 FTE) in directly employed staff overall between March 2017 and March 2018.</p> <p>Spending on agency workers has increased in Quarter 4 compared to Quarter 3 in Chief Executives, Children’s Services, Adult and Community Services and Dorset Waste Partnership. But overall these levels remain lower than a year ago. Consultancy costs have risen over the same period in Children’s Services and Environment and the Economy. These short-term increases have arisen from a variety of reasons outlined in the commentary at section 3 of this report.</p>

	<p>To put this rise between Quarter 3 and Quarter 4 into a wider perspective, spending on agency staff has fallen by 23.5% in the 12 months up to 31 March 2018 compared with the 12 months to March 2017; spending on consultants has fallen by 6% in the same period (see Appendix A fig 1 and 2).</p> <p>The cost of agency staff in the financial year 2017/18 (see Appendix A fig 3) has been £6.1m, which equates to 5.4% of the overall spend on direct employees. The cost of consultants has been £2.1m, equating to 1.9% of the overall spend on direct employees.</p> <p>Appendix A (figs 4 to 7) shows a summary of the spending and trend in the use of agency and consultancy workers and the areas of the business where agency workers and consultants are used. The commentary in the report highlights the key reasons for using this flexibility in different areas of the Council's business. The highest use of agency workers is in Children's Services, where there is a long-standing recruitment problem with Children's Social Work (reflecting a national shortage in this field), and in Dorset Waste Partnership where use of agency workers is part of the normal operating model. The highest area of consultancy use is within Adult and Community Services Directorate, where additional skills and capacity are providing support for the transformation work across commissioning and operations.</p> <p>Funding for agency workers or consultants comes from delegated staffing budgets, income, fees, grants or through funding allocated on an invest to save basis. The Chief Accountant ensures that budget monitoring information is made available regularly to enable monitoring of overall spend against available budgets. This enables all spend to be monitored and adjusted by the responsible budget holders.</p>
Impact Assessment:	<p>Equalities Impact Assessment: Not applicable.</p> <hr/> <p>Use of Evidence:</p> <p>Staffing and financial data extracted from DES for the period 1 January 2018 to 31 March 2018 (Quarter 4) and data for 2017/18.</p> <p>Agency spend information provided by Comensura.</p> <hr/> <p>Budget: Not applicable.</p> <hr/> <p>Risk Assessment: Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: LOW Residual Risk LOW</p>

	Other Implications: None
Recommendation	Staffing Committee is asked to note the report.
Reason for Recommendation	To ensure the Committee is kept apprised of changes in the number of staff employed by the County Council in the context of budget reductions and the Forward Together Programme, and to ensure there is full transparency about the Council's use of direct and non-direct staffing resources.
Appendices	A. Graphs and tables showing trends in expenditure on consultants and agency staff and usage in different areas of the business.
Background Papers	Not applicable.
Report Originator and Contact	Name: Sara Collinson, HR Business Partner Tel: 01305 221507 Email: s.collinson@dorsetcc.gov.uk

1. Introduction

- 1.1. The Council is maintaining a flexible approach to workforce resourcing, and uses a combination of resourcing models to meet its changing business needs.
- To 'buy in' short-term technical or specialist skills rather than directly employing staff with these skills, where it makes sense to do this. This is often more cost-effective than paying direct employment and/or termination costs. Often, funding for specific work is available through grants from the Government or other National or European organisations. The Council has a role in securing and administering grants and in commissioning work to ensure that the community benefits from available funding.
 - From time to time, specific skills are bought in to deliver expertise and capacity to deliver transformation and associated longer-term savings on an invest-to-save basis.
 - To cover short-term vacancies or absences in front-line areas, either to manage peaks in workload or, in some cases, where service and personnel changes are planned, as part of a strategy to reduce staff redundancies and to limit the associated costs of redundancy.
- 1.2 Detailed analysis of numbers of direct employees and spend on agency workers and consultants is kept under review by Directorate Management Teams.
- 1.3 Funding for agency workers or consultants comes from delegated staffing budgets, income, fees, grants or through funding allocated on an invest-to-save basis. The Chief Accountant ensures that budget monitoring information is made available regularly to enable overall spend against available budgets. This enables all spend to be monitored and adjusted by the responsible budget-holders.

2. Summary overview of data and commentary relating to numbers of directly employed staff and spend on agency workers and consultants

- 2.1 Overall spend on consultancy workers rose in Quarter 4 compared with Quarter 3 (see fig 3 in Appendix A). Over the longer term, however, there remains a 6% reduction in spend here in the 2017/18 financial year when compared to 2016/17.
- 2.2 Overall spend on agency workers rose in Quarter 4 compared to Quarter 3 (see fig 3 in Appendix A). However, there is a 23.5% reduction in the 2017/18 financial year when compared to 2016/17.
- 2.3 The number of directly employed staff (full time equivalents, or FTE) has fallen by 32.4 across the Council in the year up to 31 March 2018. During this period, there have been increases in directly employed staff in Dorset Waste Partnership (27 FTE) and Finance procurement (54 FTE – some staff were transferred from other Directorates). Reductions have been seen in Adult and Community Services (7.5 FTE), Organisational Development (43 FTE) and Environment and Economy (50 FTE).

3.0 Commentary from Directorates/Departments

3.1 Public Health

There has been minimal spend on agency or consultancy workers by Public Health in this financial year.

3.2 Adult and Community Services

In terms of headcount, Adult and Community services saw a minor fluctuation between Quarter 3 and Quarter 4. Over the financial year there has been a decrease in direct employees of around 7 FTE. This will reduce further following restructuring which took effect in April 2018.

During Quarter 4, the Directorate saw an increase in costs on agency assignments compared to Quarter 3. The number of active assignments increased from 31 in Quarter 3 to 35 in Quarter 4, with a noticeable increase for qualified social workers and occupational therapists (and with a minor reduction for business support assignments).

Roles undertaken by agency staff in quarter 4 have been:

- 1 Project Manager (temporary, unable to recruit)
- 27 Social and Health-care qualified (Locality and Hospital teams); the agency worker assignments are funded using the staffing base budget held by the recruiting manager, and some have been funded to support transformation work, e.g. to support additional assessment to enable outcomes-based commissioning approaches as well as to cover vacancies and sickness
- 7 Business Support assignments – reduced by 2 from the previous quarter most of these assignments are to support capacity gaps in the Brokerage and Financial Support teams

The use of agency workers in adult care front-line operational services is monitored and regularly reviewed. Activity to support recruitment continues through use of a dedicated micro-site, a new contract with the Guardian and Community Care. There have been features during May to promote working in Dorset, and there is a focus on retaining and developing our staff and 'growing our own' in the workforce plan (including looking forward to new national frameworks for apprenticeships in Social Work and Occupational Therapy planned for 2019).

The Directorate uses some bank staff for business support functions, rather than agency as they are cheaper, DBS-cleared and trained in the Directorate's policies and processes. There are currently 22 bank staff, and the scheme has supported centralised services at County Hall (Financial Assessment Team, Brokerage, MCA/DoLS team, Programme Office and the Service User Financial Affairs Team), Dorset History Centre, Local Offices and Hospitals. Further recruitment is planned during May and June, and the membership of the casual bank scheme is expected to continue to expand to approximately 28 individuals. The feedback from managers who routinely use the casual bank scheme is very positive, as they are often able to call upon skilled, experienced and knowledgeable resources very quickly and at a competitive rate. All bank work is funded from the base budget of the hosting team.

During the period 1 January to 31 March 2018, over 1,600 hours of support (approximately 217 working days) have been delivered through this scheme.

The total spend for consultancy by Adult and Community Services has reduced from Quarter 3 to Quarter 4. Consultancy spend has been focused on buying in skills and capacity required to support the transformation programme as well as some spend in Archives, specialist support for Trading Standards and Continuing Health Care Services.

3.3 Children's Services

The headcount for Quarter 4 2017-18 has reduced since Quarter 3 from 1110 as at 31 December 2017 to 1072 as at 31 March 2018. This includes a small number of both compulsory and voluntary redundancies. The highest proportion of leavers have been in Administrative roles.

Agency workers continue to be used in all parts of Children's Services. A small number of agency spend is budgeted for each year. However, the majority of agency spend still remains within Care & Protection. This is due to the continuing difficulty to recruit to some social worker posts. This is well-documented as being a national issue, especially with social workers in Children's Services. Dorset, along with most other authorities across the South-West, and further afield, has been affected by this. Children's Services continues to employ a number of agency social workers to meet safeguarding requirements.

In the last quarter, there has been an increase in agency spend of £205.87K. This is up from £564.28K in Quarter 3 to £770.15K in Quarter 4 2017-18. There continues to be a variable but significant number of vulnerable families that Children's Services are working with, the need for social workers to work with these families, and a continuingly difficult recruitment market. The sustained recruitment issues have meant that agency workers have, of necessity, remained part of the social work teams. As with other LAs, it remains difficult to recruit experienced (Level 2/3) social workers, despite our recent recruitment drive specifically focusing on trying to attract experienced staff. There has been some good interest in recent posts that have been advertised, and this is helping to reduce the number of agency workers needed in the short term. Care & Protection is also in the process of restructuring into two area teams; this is also expected to help with recruitment into social work positions.

The most recent data shows that there were 27 FTE agency social workers during March 2018. They are being used to cover vacancies, maternity leave, longer-term sickness and to help manage and reduce caseload numbers.

A range of strategies continue to be used to combat the continuing challenges with recruiting social workers. Children's Services is continuing to collaborate regionally with other upper-tier councils in the South-West, and to use the dedicated recruitment site for Social Workers for Adults and Children's Services which was set up in the last financial year. In addition to this, Children's Services have developed a 'grow your own' strategy whereby existing staff interested in becoming social workers can be supported in achieving the relevant qualifications.

Dorset is continuing to work with neighbouring colleagues in Bournemouth & Poole around training and development. Children's Services has also successfully secured a major bid from the Department for Education Innovation Fund called Reinvigorating Social Work. Some agency workers are being used to cover posts vacated as a result of staff becoming part of the Reinvigorating Social Work team. It is anticipated that this will help in improving retention of social workers and was launched in September 2018 with a number of cohorts currently going through the programme.

Agency workers are only sourced on a critical needs basis. For Children's Services, this includes ensuring adequate resources for safeguarding children and meeting statutory requirements. Budget is identified and monitored and agency requests and orders are subject to approval by the Assistant Director for Care & Protection. The use of agency workers and associated spend is regularly monitored by the Children's Services Leadership Team, and the Assistant Director approval extends to requests

for both new agency cover and the continuation and extension of existing assignments.

Children's Services consultancy costs have increased from £86.23K for Quarter 3 to £125.13K for Quarter 4 of 2017/18. This is an increase of £38.9K. However, this is in the context of an overall reduction of 23.5% in consultancy costs in the 2017/18 financial year compared to 2016/17.

The directorate had an Assistant Director vacancy. This post was being filled by a consultant and accounts for a significant part of the consultancy costs. A salaried appointment has now been successfully made into this post, and the previously associated consultancy costs have now ceased.

3.4 Chief Executive's Department

In terms of headcount, the Department saw a minor fluctuation between Quarter 3 and Quarter 4.

During Quarter 4, the Department saw an increase in costs on agency assignments compared to Quarter 3. The increase in agency spend in Q4 over Q3 is related to:

- A specific project covering Better Care Fund procurement activity where external support was sourced in the absence of available internal procurement resource due to timing of the project
- The set-up of the LGR programme office and the associated activity and staffing requirements
- A structural change resulted in a net effect of £28k being captured in Quarter 4 due to miscoding in Quarter 3.

Consultancy costs reduced between Quarter 3 and Quarter 4 costs include Adult and Community Services financial assessment work following transfer of this function into central finance. Other costs relate to a Council Tax review (costs shared between the District and County Councils) and election costs.

3.5 Environment and the Economy

In terms of headcount, the Directorate saw an increase in directly employed staff. However, there was a move of corporate development staff into the Directorate and without this there would have been an overall reduction.

During the period 1 January to 31 March 2018, the Directorate reduced spend on agency assignments to cover capacity gaps and workload peaks. There has been use of agency workers in Highways, Buildings and Construction, Dorset Travel and ICT.

Over the same period, consultancy spend increased in this area related to survey and review costs, data processing, specialist advice (e.g. from the Wildlife Trust), transport studies, and on administration of the concessionary travel scheme.

3.6 Dorset Waste Partnership

In the Dorset Waste Partnership, spend on agency staff increased between Quarter 3 and Quarter 4, but it continues to be below levels in Quarters 1 and 2, and amounts to a 36% reduction in spend in 2017/18 compared to 2016/17.

There has been a decrease in the number of directly employed staff in the service (7FTE) between Quarter 3 and Quarter 4.

Using agency workers is part of a funded resourcing model and this enables flexible capacity and provision of capacity for short-term or urgent cover for operational gaps including cover for leave, vacant positions and sickness.

4.0 Recommendation

- 4.1** Staffing Committee is asked to note the report. As was reported to the previous meeting of Staffing Committee, it represents an unusually strong performance that the County Council has proven itself able (a) to reduce the directly-employed staffing headcount, (b) reduce spending on agency workers and (c) reduce its spending on consultants, especially at a time when so much gathering effort is being channelled into preparations for Local Government Reorganisation.

Jonathan Mair

Service Director for Organisational Development

June 2018

Appendix 1

Fig. 1

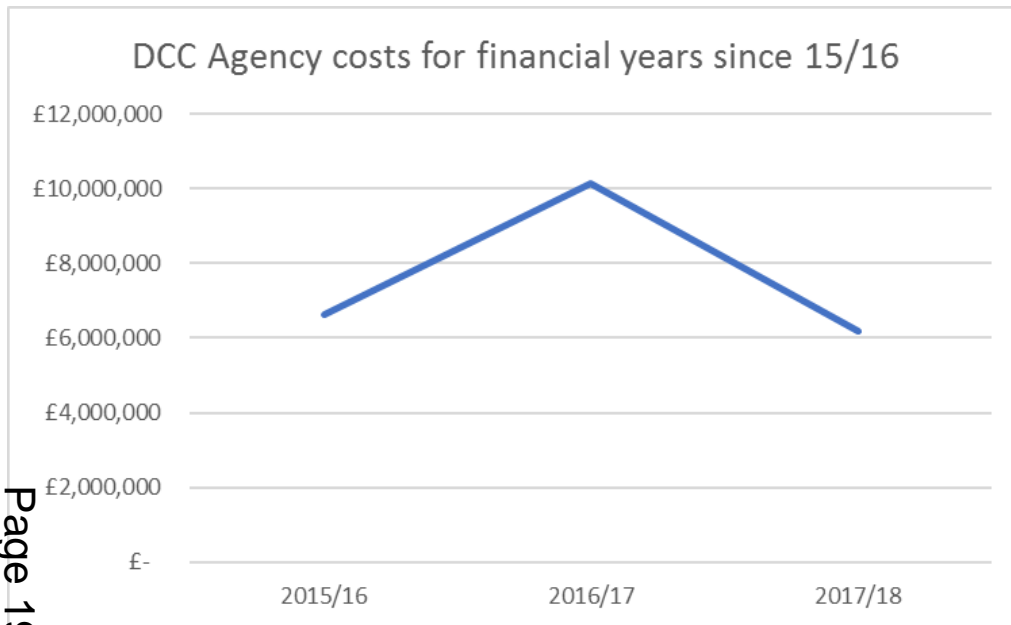


Fig. 2



Fig. 3

Q1 - 2017/18	Agency	Consultancy	Q2 - 2017/18	Agency	Consultancy
Adults & Community Services	£219,840	£95,840	Adults & Community Services	£263,460	£235,960
Chief Executives & Cabinet	£59,830	£24,520	Chief Executives & Cabinet	£67,070	£11,370
Children's Services (non-school)	£655,940	£81,380	Children's Services (non-school)	£599,420	£101,880
Environment & the Economy	£54,540	£83,430	Environment & the Economy	£75,510	£107,980
Dorset Waste Partnership	£518,970	£920	Dorset Waste Partnership	£552,470	£10
Public Health	£0	£0	Public Health	£0	£10,570
Total	£1,509,120	£286,090	Total	£1,557,930	£467,770

Q3 - 2017/18	Agency	Consultancy	Q4 - 2017/18	Agency	Consultancy
Adults & Community Services	£261,150	£366,330	Adults & Community Services	£402,610	£296,230
Chief Executives & Cabinet	£61,390	£178,990	Chief Executives & Cabinet	£162,980	£120,700
Children's Services (non-schs)	£564,280	£86,230	Children's Services (non-schs)	£770,150	£125,130
Environment & the Economy	£71,580	£41,580	Environment & the Economy	£59,800	£129,690
Dorset Waste Partnership	£333,350	£0	Dorset Waste Partnership	£441,310	£13,160
Public Health	£0	£23,010	Public Health	£1,010	-£15,980
Total	£1,291,750	£696,140	Total	£1,837,860	£668,940

Fig. 4

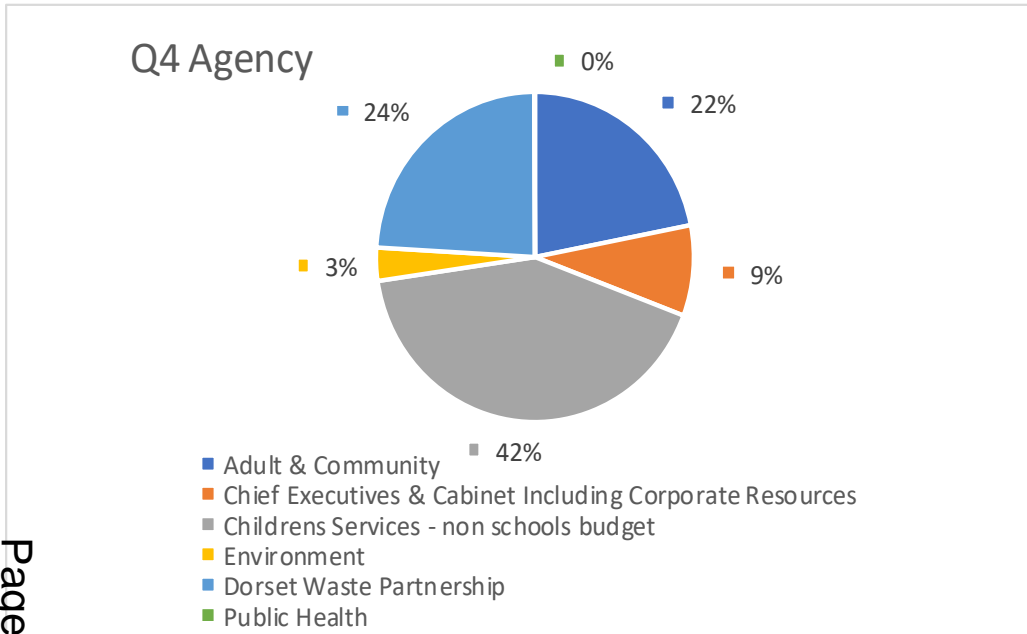


Fig. 5

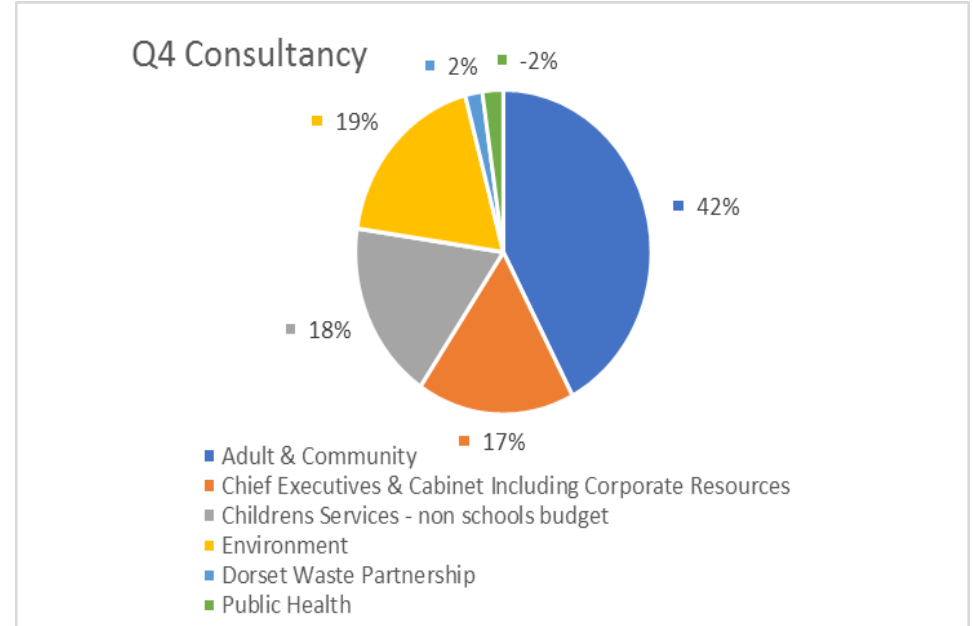


Fig. 6

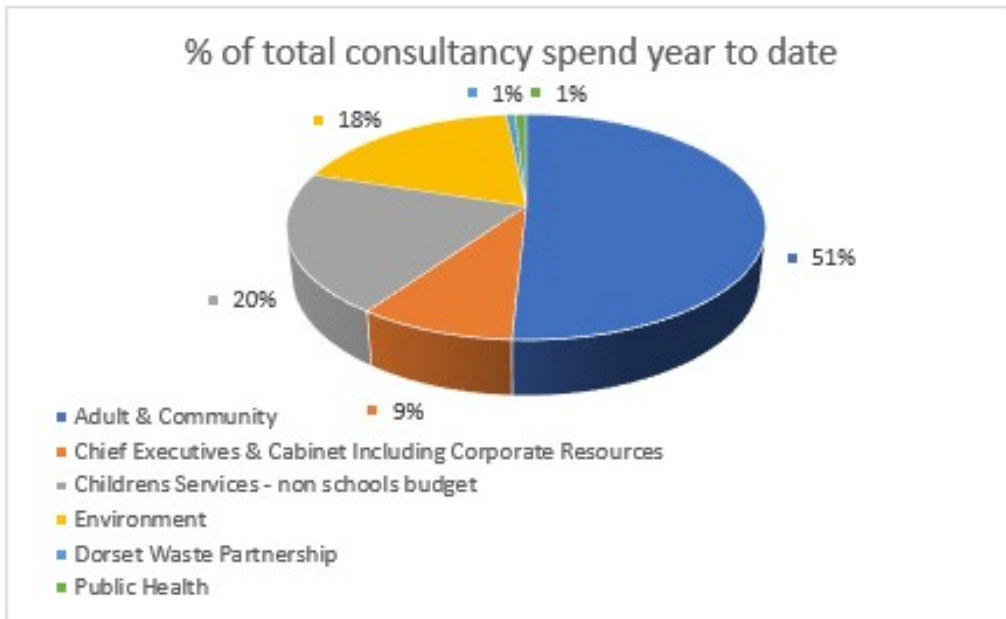
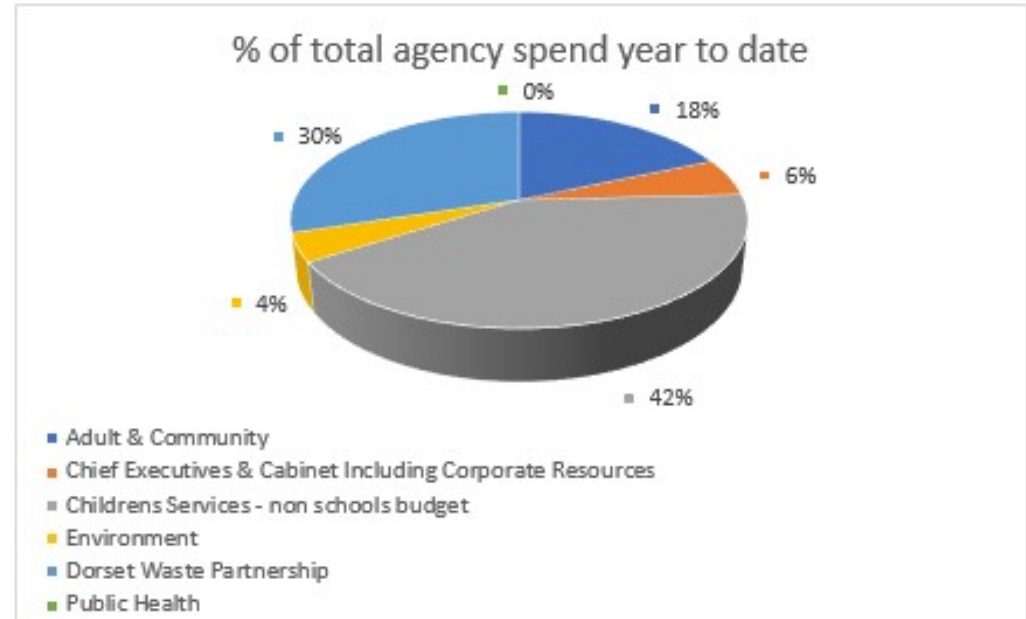


Fig. 7



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Staffing Committee

Dorset County Council



Date of Meeting	9 July 2018
Officer	Service Director for Organisational Development
Subject of Report	Management of Attendance 2017/18 – Quarter 4 (January to March 2018)
Executive Summary	<p>During the Q4 winter period, DCC reported an increase in seasonal-related absence, i.e. sickness absence cases caused by respiratory and ear, nose and throat conditions. As a result, sickness absence increased from 7.95 days FTE p.a. (Q3) to 8.25 days (Q4). Sickness absence is slightly lower than one year ago and is significantly lower than the average of 10.5 sickness absence days per annum for local government workers (CIPD).</p> <p>At members’ request, a summary of the SWAP sickness audit report with actions is also included in the report. During this committee meeting, Matthew Piles, Service Director Economy and Environment, will report on the improvements to sickness absence recording in Dorset Travel.</p> <p>Finally, members are asked to review the continued use of the existing sickness targets (see recommendations).</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>No separate EqIA has been conducted / is required, although the Council’s policy on the management of attendance is itself subject to EqIA considerations.</p>
	<p>Use of Evidence:</p> <p>The report is wholly evidence-based. Sickness targets have been established on a common basis applicable to all categories and groups of staff.</p>

Management of Attendance 2017/18 – Quarter 4 – January to March 2018

	<p>Budget:</p> <p>There are no direct cost implications arising from this report.</p>
	<p>Risk Assessment:</p> <p>No specific decision is requested in the relation to this report. The associated risk is low.</p>
	<p>Other Implications:</p> <p>Not applicable.</p>
Recommendation	<ol style="list-style-type: none"> 1. Staffing Committee is asked to consider removing the sickness targets as the measure. In its place, managers will be held to account for their interventions, e.g. return-to-work interviews, wellbeing and occupational health referrals and appropriate use of formal procedures. 2. Staffing Committee is asked to note the reasonable assurance status of the SWAP sickness audit and the resulting actions.
Reason for Recommendation	To provide a focus for the effective management of attendance within the Council.
Appendices	Appendix: DCC Management Dashboard as 1.4.18
Background Papers	None
Officer Contact	<p>Name: Paul Loach, HR Business Partner</p> <p>Tel: 01305 225189</p> <p>Email: paul.loach@dorsetcc.gov.uk</p>

Management of Attendance 2017/18 – Quarter 4 – January to March 2018

1. Introduction

- 1.1 This report considers Quarter 4 sickness data (January to March 2018), and refers to the Council's quarterly and annual sickness data trends.

2. DCC sickness absence: a yearly perspective

Table 1: Sickness absence in DCC for the last 12 months.

Date	DCC (excluding schools) Average days lost per full time equivalent (FTE)
March 2017	8.35
June 2017	8.44
September 2017	8.53
December 2017	7.95
March 2018	8.25

3. Long-term v Short-term sickness absence within DCC

Table 2: Long- v Short-term Sickness: Q4 2017/18

Directorate	Pro Rata Days Lost Short Term	Pro Rata Days Lost Long Term
Dorset County Council	4,345	3,228
Adult & Community Services	870	384
Children's Services	934	941
Dorset Waste Partnership	707	679
Environment & Economy	1,335	1,004
Finance & Procurement	232	76
Organisational Development	204	86
Public Health	62	58

Management of Attendance 2017/18 – Quarter 4 – January to March 2018

- 3.1 Short-term absence has increased by 28% during the quarter, whilst long-term absence has remained at a similar level. This increase affects all Directorates and is due to respiratory and ear, nose and throat related absences, typical of the winter period (see 5.1).
- 3.2 Environment and Economy reports a high number of short-term absence in Q4; over half of the days lost are due to seasonal-related causes. The majority of these roles are not office-based, namely Passenger Assistants, Minor Works Chargehand and Engineers.

4. Ill-health retirements and dismissals

- 4.1 For the twelve month period ending Q4 2017/18, the Council dismissed 13 employees due to medical incapability plus 4 ill health retirements. This compares with 19 medical incapability dismissals and 5 ill health retirements for the previous twelve month period ending Q2 2017/18. For each individual directorate:
- Adult and Community Services dismissed 2 employees due to medical incapability, 2 ill-health retirements.
 - Children's Services dismissed 3 employees due to medical incapability, no ill-health retirements.
 - Economy and Environment dismissed 1 employees due to medical incapability, 1 ill-health retirement.
 - Chief Executives dismissed 2 employees due to medical incapability, 0 ill-health retirement.
 - Dorset Waste Partnership (DWP) dismissed 5 employees due to medical incapability, 1 ill-health retirement.

5. **Table 3: Reasons for sickness absence: (Q4: January 2018 to March 2018). All DCC (excl. Tricuro and Schools).**

This report is used to track sickness absence trends and instigate preventative interventions.

Management of Attendance 2017/18 – Quarter 4 – January to March 2018

Sickness Reason	Sickness Cost £	Working Days	% of Days lost Q4 by absence type
ANXIETY/DEPRESSION	111,180	1,145	14.5%
CANCERS/TUMOURS	40,643	478	6.1%
CARDIOVASCULAR	8,790	122	1.6%
CARPAL TUNNEL SYNDRO	3,920	57	0.7%
DIGESTIVE SYSTEM	60,500	750	9.5%
EAR,NOSE, THROAT AND	109,139	1,122	14.3%
ENDOCRINE/GLANDULAR	6,035	66	0.8%
FROZEN SHOULDER	2,222	16	0.2%
INFECTIOUS DISEASES	6,662	70	0.9%
MISCELLANEOUS	4,404	43	0.5%
NECK/BACK PROBLEMS	34,190	419	5.3%
NERVOUS SYSTEM	17,618	195	2.5%
OTHER MENTAL HEALTH	2,246	20	0.3%
OTHER MUSCLOSKELETAL	74,085	959	12.2%
REPRODUCTIVE AND URI	20,085	229	2.9%
RESPIRATORY	110,201	1,301	16.5%
RHEUMATISM/ARTHRITIS	2,804	37	0.5%
RSI/UPPER LIMB DISOR	1,346	26	0.3%
SKIN RELATED	2,367	28	0.4%
STRAINS/SPRAINS	6,224	109	1.4%
STRESS	72,133	680	8.6%
SUBSTANCE ABUSE	0	0	0.0%
Grand Total	696,794	7,875	100.0%

5.1 Comparison of reasons for sickness absence, Q3 to Q4

There are seasonal variations between the Autumn (Q3) and Winter (Q4) sickness periods. For the Winter (Q4) period, DCC reports:

- 86% increase in Respiratory absences (701 days Q3 v 1,301 days Q4)
- 44% increase in Ear, Nose and Throat-related absences (772 days Q3 v 1,122 days Q4)
- 7% increase in mental health absences (anxiety, other mental illness, depression), which is perhaps less than expected for the winter period.

Figures from Public Health England show that Winter 2017/18 had the worst flu outbreak since 2010/11. DCC has historically reported seasonal variations in sickness reasons, and last winter was no exception. Flu jabs have been made available to targeted key workers in DCC, and other employees have taken received a flu jab through their GP or Pharmacist.

6. Mental Health-related sickness

Table 4: Q4 Mental Health-related sickness by Directorate / Service

Directorate / Service	Sickness Cost £	Working Days Lost
Adult & Community Services		
Adult Care	16,558	163
Commissioning, Partnership & Quality	341	5
Early Help & Community Services	2,047	43
Learning Disability/Mental Health	3,325	29
Adult & Community Services Total	22,270	240
Children's Services		
Care and Protection	39,107	446
Commissioning & Partnerships	26,903	284
Schools & Learning Service	14,885	167
Children's Services Total	80,895	897
Dorset Waste Partnership		
Not assigned	7,313	108
Dorset Waste Partnership Total	7,313	108
Environment & Economy		
Dorset Highways	35,527	310
Economy&Environment	14,153	305
Environment	1,416	22
ICT and Customer Services	12,477	120
Environment & Economy Total	63,572	757
Finance & Procurement		
Financial Services	524	8
Not assigned	18	1
Pensions Benefits	759	12
Finance & Procurement Total	1,301	21
Organisational Development		
Democratic Services	1,299	11
HR Operations	125	2
Legal Services	5,751	56
Organisational Development Total	7,174	69
Public Health		
Not assigned	3,033	33
Public Health Total	3,033	33
Grand Total	185,558	2,123

6.1 Comparing mental health-related absence from Q3 to Q4, the overall numbers of days lost are similar (Q3 2,002 v Q4 2,123). There are quarterly variations between Directorates, but none that are so significant to indicate a continuing trend.

6.2 There is a wealth of information and support available to employees to assist with mental health issues. Examples of these include wellbeing services, occupational health advice, mental health champions, stress risk assessments, supervision and return-to-work interviews.

Management of Attendance 2017/18 – Quarter 4 – January to March 2018

- 6.3 DCC also staged an awareness-raising campaign recently during "Mental Health Awareness Week" to encourage our employees to note the variety of kinds of support that can be accessed if and when needed.

7. Musculoskeletal absence

Table 7: Musculoskeletal sickness by Directorate Q4

Directorate / Service	Working Days Lost	Sickness Cost
Adult & Community Services		
Adult Care	161	12,907
Commissioning, Partnership & Quality	51	0
Early Help & Community Services	55	3,156
Adult & Community Services Total	267	16,063
Children's Services		
Care and Protection	226	24,333
Commissioning & Partnerships	164	9,157
Schools & Learning Service	37	2,383
Children's Services Total	426	35,873
Dorset Waste Partnership	658	42,729
Environment & Economy		
Dorset Highways	88	7,167
Economy&Environment	386	8,755
Environment	1	64
ICT and Customer Services	43	3,512
Environment & Economy Total	518	19,498
Finance & Procurement		
Financial Services	21	1,228
Not assigned	2	217
Pensions Benefits	20	885
Finance & Procurement Total	43	2,330
Organisational Development		
Democratic Services	1	118
HR Operations	1	38
Legal Services	2	153
Organisational Development Total	4	309
Public Health	52	7,990
Grand Total	1,966	124,791

- 7.1 The costs and days number of lost during Q4 are almost identical to Q3.
- 7.2 Musculoskeletal absence is higher in physically demanding jobs. The highest number of days lost Q4 due to musculoskeletal reasons are DWP Loaders (217 days), EE Passenger Assistants (117 days) and DWP Drivers (70 days).
- 7.3 Many preventative actions are in place to reduce musculoskeletal absence in DCC. Examples of which include moving and handling training, induction assessments, task-related selection tests and Occupational Health support.

8. Sickness Targets

- 8.1 Every year, directorates are asked to review and set sickness targets for their directorate and services. Setting challenging yet achievable targets is a subjective process, and as a result the sickness targets for similar roles varies considerably. For example, DWP Finance and Commercial has an absence target of 9.74 days, DCC Finance has 7 days, whereas ICT has 4.25 days. All these are office-based jobs, and there is no logical reason for such a difference in targets.
- 8.2 Managers are required to make certain interventions to reduce sickness absence in their team. Examples of which may include return-to-work interviews, occupational health referrals, disciplinary, capability or ill health retirements. Managers are, however, unable to control when sickness occurs in their team, but only their own interventions.
- 8.3 The proposal for Staffing Committee's consideration is to remove the sickness targets as a measure. In its place, managers will be held to account for the matters they can control: i.e. the interventions they make to reduce sickness absence (e.g. return-to-work interviews, accessing wellbeing support, occupational health referrals and instigation of formal procedures where required).

9. Sickness Audit Report (SWAP) - April 2018

- 9.1 Staffing Committee members requested a summary of the recent sickness audit findings. A summary of the auditor's comments is reported below:
- 9.2 *"I am able to offer reasonable assurance as most of the areas reviewed were found to be adequately controlled. Generally, risks are well managed, but some systems require the introduction or improvement of internal controls to ensure the achievement of objectives.*
- 9.3 *Our review has identified that there is extensive and accessible guidance, mechanisms and support across a range of sickness absence issues, covering long term and short-term absence, occupational health referrals, absence notification, recording absence, conducting RTW interviews and maintaining contact with employees on long term absence. In the majority of instances there are mechanisms to capture sickness absence data. Data is reported at manager, team, Directorate and Committee level.*
- 9.4 *Generally, managers were aware of their responsibilities and had a good understanding of the requirements in respect of absence notification, undertaking RTW interviews and maintaining contact with staff on long terms absence. However, instances were identified where employees whose sickness is managed through mediated access were found not to have had periods of sickness recorded in DES or RTW interviews conducted and recorded. In addition, some managers were found to be recording long term absence as multiple short-term absences as and when sick/fit notes are received. This has resulted in inaccurate RTW data being reported to managers and Staffing Committee."*
- 9.5 In an illustrative example, an employee is absent for a period of one continuous month. The manager inputs the absence on DES on a weekly basis, so the absence is recorded as 4 x 1-week absence. At the end of the absence, a return-to-work interview is carried out and input into DES.
- 9.6 The DES system expects one return-to-work for every sickness period, in this example 4 sickness periods. DES therefore records the RTW % as 25% only (i.e. 1 RTW interview

Management of Attendance 2017/18 – Quarter 4 – January to March 2018

for 4 sickness periods). The correct way of recording a one month absence is 1 x months absence period followed by 1 x RTW interview, which equates to a 100% RTW rate.

9.7 A summarised version of the audit recommendations is as follows:

9.7.1 Produce a quick reference guide on sickness, linking up the comprehensive guidance available.

9.7.2 A mechanism for the timely notification of Passenger Assistants and Landscape staff absence is put in place (Matthew Piles, EE Service Director, will be presenting on this issue).

9.7.3 Re-communicate the benefits of utilising the DES sickness suite to managers.

9.7.4 Regularly review RTW interview completions, identify areas of low completion and carry out intervention activities.

9.7.5 Review mediated access teams to ensure similar issues around absence notification and RTW interviews are not occurring.

9.7.6 The Service Manager (Care and Support), in conjunction with HR, to ensure RTW interviews are captured for the residential care home staff in the Permanency Team.

9.7.7 HR to issue guidance on entering continuous absence so that long-term / continuous absence is not entered as multiple absences.

9.7.8 Ensure managers employed on a non-permanent basis are aware of sickness management recording and RTW interview requirements

9.8 All the audit actions are being monitored by the HR Leadership team for completion.

10. Comment / Observation

DCC absence remains significantly below the Local Authority average, despite the seasonal rise in sickness absence. The sickness audit has highlighted areas where further improvements can be realised, and these recommendations are being actioned.

It is important that managers focus on interventions which reduce sickness absence rather than rely on targets as a measure of effective management. Wellbeing continues to be a priority in the preceding months of Local Government Review and part of every Directorate's implementation plan.

Jonathan Mair
Service Director for Organisational Development

July 2018

High Level DCC Dashboard as of 1.4.18

Organisation	Manager	RTW Interviews	RTW Interviews %	Sickness Days Lost	Headcount FTE	Sickness Days Lost Per FTE 1.4.18	Sickness Days Lost per FTE 1.1.18	Direction of Travel	Sickness Days Lost Target
Dorset County Council	Mrs Deborah Ward	4890	78%	26,238	3,182.2	8.25	7.95	↑	7.63
Adult & Community Services	<Vacant Position>	1037	85%	4,135	604.3	6.84	6.58	↑	8
Adult Care	<Vacant Position>	606	82%	2,954	388.9	7.60	7.16	↑	8
Early Help & Community Services	Mr Paul Leivers	394	91%	1,085	182.2	5.95	6.06	↓	8
Safeguarding and Quality	Mrs Sally Wernick	37	86%	97	33.3	2.90	3.22	↓	8
Children's Services	<Vacant>	1289	81%	6,800	814.6	8.35	8.57	↓	7.38
Care and Protection	Mrs Vanessa Glenn	592	79%	3,511	362.1	9.70	10.33	↓	7.5
Commissioning & Partnerships	<Vacant Position>	411	82%	1,870	250.4	7.47	7.13	↑	8
Schools & Learning Service	Mr Jay Mercer	286	81%	1,419	201.5	7.04	7.29	↓	6.5
Dorset Waste Partnership	Ms Karyn Punchard	626	91%	4,395	392.3	11.20	10.25	↑	9.74
DWP Finance and Commercial	Mr Paul Ackrill	15	94%	43	10.8	3.99	8.78	↓	9.74
DWP Operations	Mr Michael Moon	542	90%	4,150	345.1	12.02	10.84	↑	9.74
DWP Strategy	Mrs Gemma Clinton	69	97%	202	34.4	5.89	5.52	↑	9.74
Environment & Economy	Mr Michael Harries	1202	63%	8,330	943.8	8.83	8.51	↑	7.8
Corporate Development	Mrs Karen Andrews	39	95%	79	33.5	2.37	2.47	↓	7.8
Dorset Highways	Mr Andrew Martin	379	66%	2,618	269.2	9.73	9.01	↑	7
Economy&Environment	Mr Matthew Piles	466	51%	4,425	434.8	10.18	13.1	↓	7
ICT and Customer Services	Mr Richard Pascoe	318	90%	1,208	204.4	5.91	5.53	↑	4.25
Finance & Procurement	Mr Richard Bates	340	83%	1,270	198.0	6.41	5.35	↑	7
Estate & Assets	Mr Peter Scarlett	45	78%	127	33.6	3.79	3.61	↑	7
Financial Services	Mr William Mcmanus	206	78%	955	121.6	7.85	6.55	↑	7
Organisational Development	Mr Jonathan Mair	314	90%	981	156.2	6.28	5.95	↑	5
Democratic Services	Mr Lee Gallagher	14	88%	38	10.5	3.66	5.91	↓	5
Governance & Assurance Services	Mr Mark Taylor	23	100%	69	10.0	6.92	4.57	↑	4.5
HR Operations	Mr Christopher Matthews	162	95%	336	64.8	5.18	5.98	↓	5
HR Specialist Services	Mr Carl Wilcox	50	78%	246	35.4	6.96	6.1	↑	5.75
Legal Services	Miss Grace Evans	65	86%	291	32.7	8.91	6.44	↑	5
Public Health	Doctor David Phillips	39	78%	237	51.6	4.59	4.93	↓	4.5

Staffing Committee

Dorset County Council



Date of Meeting	9 July 2018
Officer	Service Director for Organisational Development
Subject of Report	Performance and Development Review Completion 2017/18
Executive Summary	<p>The PDR cycle for 2017/18 is now complete and this report provides councillors with the PDR completion rates for all Directorates.</p> <p>The overall PDR completion rate for DCC is 88% compared with 86% last year. This is a significant step towards our aim of every employee receiving a PDR discussion across DCC. It is not however feasible to achieve 100% PDR completion rates as some employees at PDR time, are absent, recently joined or have left our employ.</p> <p>The most significant improvement in completion rates were seen in Finance & Procurement 93% (+15%) and Organisational Development 90% (+14%). Dorset Waste Partnership achieved the highest performance with 97% completion whilst Environment and Economy are the most consistent performers at 93%. Adults and Communities show a steady improvement at 85% as do Childrens Services at 80% albeit there is further scope for improvement in both Directorates. Livewell Dorset employees were transferred to Public Health at PDR time which accounts for their lower completion rate of 63%.</p>
Impact Assessment:	<p>Equalities Impact Assessment: Not applicable.</p> <p>Use of Evidence: The report makes use of reporting statistics in DES setting out the number of PDRs recorded as completed.</p>

	<p>Budget: There are no cost implications.</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: LOW Residual Risk: LOW</p>
	<p>Other Implications: None</p>
Recommendation	<p>It is recommended that the Staffing Committee:</p> <ul style="list-style-type: none"> (i) Consider the completion rate statistics for the year 2017/18 PDR cycle (ii) Note the relatively low completion rates in Public Health and Children's Services and the "Areas of Focus" detailed in sections 4 and 5 of this report.
Reason for Recommendation	<p>To ensure that Staffing Committee is kept apprised of PDR completion rates across the Council and the steps in place to improve performance.</p>
Appendices	<p>Extract from DES – 2017/18 PDR completion data as at 2 June 2018.</p>
Background Papers	<p>Previous Committee reports.</p>
Report Originator and Contact	<p>Name: Paul Loach, HR Business Partner Economy and Environment & Dorset Waste Partnership Tel: 01305 225189 Email: paul.loach@dorsetcc.gov.uk</p>

1. Introduction

- 1.1 Every DCC employee has two Personal Development Review (PDR) discussions each year, an end of year and mid-year review. At each PDR meeting, work targets are reviewed and future targets agreed, as well as personal development and wellbeing discussions.
- 1.2 The end of year PDR discussion takes place between February and April; the mid-year PDR window is August to October. The purpose of this report is to provide PDR completion rates for the end of the 2017/18 PDR cycle, i.e. between 1 February 2018 and 30 April 2018.

2. Approach

- 2.1 This report has been designed to focus on areas which have shown significant improvement in their PDR performance as well as those areas with lower PDR completion rates.
- 2.2 Where improvements have been made, the reasons for the improvement are understood and then shared with other areas. By recognising and reporting improvements, we have seen a positive motivating effect to drive further improvements.
- 2.3 It is equally important to identify those teams with lower PDR completion rates to drive up completion rates. In the past, considerable time and effort has been spent in understanding the reason for poor completion. In this report, commentary has not been sought from the directorates as to the reason for poor completion rates. Instead consideration will be given to a pattern of data over the months, to discover which areas repeatedly achieve poor or excellent results.
- 2.4 There can be many genuine reasons for poor completion rates, which include restructures, sickness or a manager role being vacant. It is important therefore not to react to one poor set of PDR results. Over time, however, we would not expect the same teams to report low PDR completion rates as these circumstantial factors even themselves out.

3. Comparison of PDR Completion rates April 2014 – April 2018

Table 1: Historical PDR completion rates

Directorate	Full Year Apr-14 %	Mid Year Oct-14 %	Full Year Apr-15 %	Mid-Year Oct-15 %	Full Year Apr-16 %	Mid-Year Oct-16 %	Full Year Apr-17 %	Mid-Year Oct-17 %	Full Year Apr-18 %
DCC	76	65	78	92	76	72	86	83	88
Chief Execs	84	75	88	95	88	71	80		
Finance & Procurement								78	93
Organisational Development								76	90
Adults and Community	82	75	88	91	75	73	82	82	85
Childrens Services	49	50	69	80	57	58	81	73	80
Economy & Environment	87	65	70	92	92	90	94	93	93
Dorset Waste Partnership	95	30	13	90	79	95	93	94	97
Public Health	89	100	43	97	92	41	93	88	63

4. Last year's areas of focus - an update

Table 3: Review progress of the teams with low PDR scores last year

Directorate / Department	Service	PDR % as of June 17	PDR % as of Dec 17	PDR % as of June 18	Note / Comment
Adult & CS	Commissioning AC&S	48%	47%	86%	service restructured
Chief Executives	Pensions Benefits	31%	89%	93%	new manager
	Forward Together and LMO	22%	33%	84%	service restructured
Children's	Outdoor Education	19%	13%	34%	invite Directorate to comment on continued low completion
	County Psychological Services	57%	68%	63%	continue to monitor
Environment and Economy	ICT – Children's	60%	85%	98%	excellent progress

4.1 The data shows a considerable improvement in PDR completion rates in 4 out of the 6 areas of focus.

4.2 The Director of Children's Services will be asked for his plans to improve PDR completion rates for Outdoor Education and the County Psychological Services.

5. Areas for focus for the year ahead

5.1 This coming year's areas of focus are chosen for their low PDR completion rates are reported in the table below. Teams with low staff numbers have been excluded from focus due to the disproportionate effect of one or two absences. Members are asked to note that there may be a variety of reasons for low completion including:

- Employees leaving before their PDR review
- Employees on sick / maternity / paternity leave at PDR time
- The manager has recently been appointed to the team, or the managers role is vacant
- Restructures
- Late completion of PDRs
- Equally, there may be no reasons other than a requirement to refocus and prioritise PDRs

Table 2: Lower PDR completion rates in April 2018

Directorate	Service / Team	PDR Completion
Children's	Outdoor Education	34%
	County Psychological Services	63%
	Help and Protection	70%
Adults	Programme Management Office	71%
	Learning Disability / Mental Health	70%
EE	ICT Superfast Broadband	70%
Organisational Development	Legal Services	74%

6. Conclusion

- 6.1 The Council has made significant progress on PDR completions over the last four years. 88% of employees are now receiving a PDR completion, though there are areas which need to take remedial action.
- 6.2 In December 2017, DCC conducted an employee survey of the quality of the PDR discussion which was reported at Staffing Committee 29 January 2018. 74% of respondents stated the quality of the PDR discussion with their manager as "good" or "excellent." This survey will be repeated in due course and the results reported to Staffing Committee.
- 6.3 PDR is an essential tool for performance management and employee development, and the data shows that significant progress has been made across the organisation. The challenge for DCC is to ensure that best practice is consistently applied across DCC, and lower-scoring teams implement an action plan with a view to achieving high PDR completion rates.

Jonathan Mair
Service Director for Organisational Development

June 2018

Full Year PDR Completion 2018

Appendix
Reporting date: 2.6.2018

Directorate / Service / Team	PDRs Completed	PDRs Completed %
Dorset County Council	3597	88%
Adult & Community Services	784	85%
Adult Care	392	86%
Business Support	19	90%
Locality Services	272	87%
Programme Management Office	15	71%
Safeguarding Development	13	87%
Specialist Services	65	86%
Commissioning, Partnership & Quality	353	87%
Brokerage, Quality/Markets & Category	18	86%
Dorset History Centre	19	100%
Inclusion, BtRA & Personalisation	10	100%
Library Management Team	201	93%
Registration Service	71	68%
Trading Standards	23	96%
Learning Disability/Mental Health	39	70%
Learning Disability	7	78%
Mental Health	6	60%
Mental Health - East	4	57%
Mental Health 1	18	100%
North Dorset CMHT	4	40%
Children's Services	868	80%
Care and Protection	391	81%
BST C&P Business Support	61	88%
Care & Support	207	86%
Children's Safeguarding Standards	29	71%
Help and Protection	91	70%
Commissioning & Partnerships	240	79%
Business Intelligence	31	89%
Change Management & Planning	37	97%
Family Partnership Zone 1	75	84%
Family Partnership Zone 2	36	86%
Family Partnership Zone 3	38	93%
Outdoor Education	18	34%
Schools & Learning Service	236	78%
BST P&P Business Support	60	98%
Educational Services	59	63%
SEN/D	95	90%
Sufficiency and School Organisation	17	49%
Dorset Waste Partnership	420	97%

DWP Finance and Commercial	13	100%
DWP Commercial Services	12	100%
DWP Operations	366	96%
DWP Operations (West)	91	94%
DWPOperations(Christchurch&East)	103	100%
DWPOperations(North&Purbeck)	94	92%
DWPOperations(W&P&Fleet)	77	100%
DWP Strategy	39	100%
DWP Business Support	16	100%
DWP Commissioning	7	100%
DWP Service Development	15	100%
Environment & Economy	1119	93%
Corporate Development	42	84%
CEO Policy	4	100%
Communication and Engagement	19	83%
Policy & Research	13	87%
Dorset Highways	273	96%
Emergency Planning	4	100%
Highways Service Support	16	100%
Network Development	52	100%
Network Management	57	93%
Network Operations	142	96%
Economy&Environment	579	92%
Buildings & Construction	52	98%
Coast & Countryside	126	88%
Dorset Travel Team	292	92%
Economy, Planning & Transport	82	93%
Environment Support	23	92%
ICT and Customer Services	223	93%
Customer Services Unit	117	98%
DCR Project Team	7	88%
ICT Strategy and Infrastructure	83	92%
ICT Superfast Dorset Broadband Project	14	70%
Finance & Procurement	208	95%
Estate & Assets	35	100%
Estate & Assets	8	100%
Operational Estate Management	18	100%
Strategic Estate Management	8	100%
Financial Services	126	93%
Accountancy - Adult & Community	37	90%
Accountancy - Childrens Services	10	91%
Accountancy - EnviroEconChiefExecsDWP	12	100%
Capital & Operations	10	83%
Commercial & Income Management	9	100%
Commissioning & Procurement	42	98%
Pensions Benefits	38	93%
DCC Employer Team	3	75%

ER & Comms	5	100%
Pensions Systems	5	83%
Pensions Technical Team 1	13	100%
Pensions Technical Team 2	11	100%
Treasury and Investments	4	100%
LGR Programme	0	0%
LGR Programme 2	0	0%
Organisational Development	157	90%
Democratic Services	12	92%
Civic & Lieutenancy	5	100%
Governance & Assurance Services	9	100%
Complaints	5	100%
HR Operations	72	94%
Health & Safety	10	100%
HR Support - DCC	25	89%
HR Support - External Customers	18	90%
Technical Development & Support	16	100%
HR Specialist Services	32	94%
Advisory Service	19	100%
L & OD (Core)	6	86%
Legal Services	29	74%
Adults' - Litigation	4	50%
Children's - Litigation	7	58%
Contract & Information	9	90%
Property & Regulatory	6	100%
Public Health	39	63%
Healthcare Public Health & Bournemouth	37	66%
Clinical Treatment 1	13	93%
Health Promotion 1	8	33%
Health Promotion 2	5	83%
New organisational unit	9	100%

Staffing Committee

Dorset County Council



Date of Meeting	9 July 2018
Officer	Service Director for Organisational Development
Subject of Report	Redundancy Costs – Quarterly Report
Executive Summary	<p>Costs relating to individual redundancies are approved by Directors. The Staffing Committee receive quarterly reports summarising the numbers and costs of redundancies, to provide an additional level of transparency and scrutiny to the decisions made. The costs of severance packages in excess of £100,000 are also summarised.</p> <p>This report considers costs for redundancy dismissals effective from 1 January to 31 March 2018 (quarter 4). The report also provides a summary for the full financial year 2017/18.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>No separate EqIA is required for this report although restructuring exercises where relevant are subject to EqIA considerations.</p>
	<p>Use of Evidence:</p> <p>This report is based on data from redundancy dismissals effective from 1 January to 31 March 2018 and a summary for the full financial year 2017/18.</p>
	<p>Budget:</p> <p>There are no direct cost implications arising from this report, as costs shown have already been agreed by the Director. The report shows the costs, savings and average payback periods relating to redundancy dismissals in the period.</p>

Redundancy Costs – Quarterly Report

	<p>Risk Assessment:</p> <p>This report does not seek a decision so a risk assessment is not applicable.</p>
	<p>Other Implications:</p> <p>None.</p>
Recommendation	<p>It is recommended that the Staffing Committee:</p> <ol style="list-style-type: none"> 1. Consider the costs reported in respect of redundancies and severance packages in excess of £100,000.
Reason for Recommendation	<p>To ensure the effective management and appropriate scrutiny of redundancy costs within the organisation.</p>
Appendices	<p>None</p>
Background Papers	<p>None</p>
Officer Contact	<p>Name: Tracy Scott, Principal HR & OD Adviser Tel: 01305 224619 Email: t.scott@dorsetcc.gov.uk</p>

Redundancy Costs – Quarterly Report

1. Introduction

1.1. Directors make decisions in respect of individual redundancies. They are provided with details of:

- the business case for the review
- the reasons for redundancy and any attempts to mitigate this
- redundancy costs
- costs of early access to pension (where applicable)
- savings
- the payback period (the time it takes to recover any associated costs).

1.2. During any restructuring exercise, the Service is advised by Human Resources and Organisational Development (HR&OD) in relation to policy, procedure and employment law and by their Group Finance Manager in relation to costs and budget. The full business case is made available to the Director ahead of decisions being made. The Group Finance Manager must be content to sign off the proposed costs on behalf of the Chief Financial Officer.

1.3. The redundancy multiplier was reduced from 1.75 to 1.5 times the statutory weeks calculation based on actual weekly pay, with effect from 1 April 2017. Also with effect from 1 April 2017, a minimum reference salary for redundancy payments applies, to reduce the impact on low paid staff.

2. Costs/Savings for January to March 2018

2.1. The table below shows the total cumulative costs associated with redundancy dismissals effective during the fourth quarter of the financial year, from 1 January to 31 March 2018.

Month	Total Number of Redundancies by Directorate		Number including a capitalised pension cost	Redundancy Payment	Capitalised Pensions Cost	Total Costs	Total Annual Savings	Average Payback Period (Months)
January 2018	Adult & Community	5	4	£91,771	£9,862	£101,633	£161,893	9
	Children's Services	11	5	£105,528	£64,944	£170,472	£280,573	8
	Environment & the Economy	10	6	£114,197	£131,878	£246,075	£224,465	12
February 2018	Children's Services	1	-	£3,500	-	£3,500	£26,054	2
	Environment & the Economy	4	3	£22,811	£54,772	£77,583	£55,544	14
March 2018	Adult & Community	1	1	£38,519	£3,722	£42,241	£57,350	9
	Children's Services	10	5	£102,028	£64,943	£166,971	£254,519	9
	Environment & the Economy	2	2	£56,387	£52,644	£109,031	£104,821	15
Totals		44	26	£534,741	£382,765	£917,506	£1,165,219	10

Redundancy Costs – Quarterly Report

2.2. The total savings for the fourth quarter is approximately £247,713 higher than the total costs.

2.3. It is expected that costs should be recoverable within a maximum period of two years, unless there are exceptional circumstances. All cases are below the two-year period.

3. Severance Packages over £100,000

3.1 Severance packages exceeding £100,000 for all staff below Assistant Director and Service Director level are approved by the Director, after consultation with the Cabinet Member for the Directorate, and Finance Manager. As requested and agreed at Staffing Committee on 9 April 2018, the Cabinet Member for Workforce will also be consulted with regard to any future severance packages exceeding £100,000.

3.2 During the period, there are no cases that exceeded £100,000.

4. Costs/Savings for the Financial Year

4.1 The table below shows the costs associated with redundancy dismissals for each quarter of the 2017/18 financial year, from 1 April 2017 to 31 March 2018.

Month	Total Number of Redundancies	Number including a capitalised pension cost	Redundancy Payment	Capitalised Pensions Cost	Total Costs	Total Annual Savings	Average Payback Period (months)
Q1	12	7	£232,148	£258,036	£490,184	£427,051	13
Q2	8	3	£212,299	£160,770	£373,069	£447,076	10
Q3	8	4	£62,489	£12,387	£74,876	£138,114	8
Q4	44	26	£534,741	£382,765	£917,506	£1,165,219	10
Totals	72	40	£1,041,677	£813,958	£1,855,635	£2,177,460	10

4.2 The total savings for the financial year is approximately £321,825 higher than the total costs.

4.3 The total saving for the financial year as a result of the reduction in the multiplier from 1.75 to 1.5 is £121,380. Fifteen of the redundancy payments in the period were subject to the minimum reference salary.

4.4 As previously reported, during the financial year there was one case with a payback period of over 2 years in the Chief Executive's Department in April 2017.

4.5 During the financial year, there was one case of a total severance package (redundancy and capitalised pension cost) that exceeded £100,000 of £137,235. This was in the Environment and the Economy Directorate in September 2017, as previously reported.

4. Future Considerations

4.1. Although there has been recent press coverage, there is still no further formal update from the government in relation to their intentions to implement reforms relating to public sector exit payments, including the public sector exit payment cap, as referred to in previous reports to the committee. Updates will be provided as necessary.

Jonathan Mair

Service Director for Organisational Development

July 2018

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Staffing Committee

Dorset County Council



Date of Meeting	9 July 2018
Officer	Service Director for Organisational Development
Subject of Report	Local Government Pension Scheme (LGPS) Employer Discretions – Shared Cost Additional Voluntary Contributions
Executive Summary	<p>LGPS pension regulations allow the employer discretion to make decisions on certain aspects of payment of benefits. As an LGPS employer, the council is required to publish and keep under review a statement of policy in relation to these discretions.</p> <p>This report focusses on the council’s approach to additional pension contributions, or additional voluntary contributions (AVCs), and a proposed change to existing arrangements to provide greater financial benefit to both employees and the county council.</p>
Impact Assessment:	<p>Equalities Impact Assessment (EqIA):</p> <p>A full EqIA was completed when the policy statement was revised in 2014. Proposed revisions take account of the findings of the EqIA.</p>
	<p>Use of Evidence:</p> <p>Information has been gathered from other local authorities that have introduced a Shared Cost AVC Scheme to help understand in full the benefits available and any potential issues associated with implementing such a scheme.</p> <p>Additional support, information and evidence has been provided up to this point by the county council’s tax advisers, PS Tax, who have also been identified as the county council’s implementation partner.</p>
	<p>Budget:</p> <p>There are no direct cost implications arising from this report. The</p>

	<p>introduction of a Shared Cost AVC Scheme will introduce financial benefits to employees and the county council.</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk LOW</p>
	<p>Other Implications:</p> <p>None.</p>
Recommendation	<p>It is recommended that the Staffing Committee agree to the change in the county council's approach to additional pension contributions and the publication of an amended employer discretion policy.</p>
Reason for Recommendation	<p>The Staffing Committee oversee matters relating to staff terms and conditions and people management policies.</p>
Appendices	<p>Appendix 1: Existing Discretionary Policy Statement showing proposals for amendments to additional pension contributions</p>
Background Papers	<p>None.</p>
Report Originator and Contact	<p>Name: Chris Matthews, HR Service Manager - Operations Tel: 01305 225171 Email: c.m.matthews@dorsetcc.gov.uk</p>

1. Background

- 1.1. The county council, as an employer providing the Local Government Pension Scheme (LGPS), has discretionary powers under LGPS regulations and is required to formulate, publish and review a policy statement in relation to the exercise of these discretions. The discretions must be reviewed on a periodic basis to ensure that they remain fit for purpose.
- 1.2. The discretions, which are published on the council's website, cover a range of areas including, for example, whether the council will extend the period of time allowed for employees to transfer other pension rights from previous employments into the LGPS.
- 1.3. The Staffing Committee last reviewed the council's approach to LGPS discretions at its meeting on 13 September 2017.
- 1.4. As part of the county council's modernisation of its employment policies and practices in 2016 it was agreed that a range of salary sacrifice arrangements would be introduced, and we have since seen the launch of a bike to work scheme and car scheme, in addition to the child care voucher scheme that was already in place. The LGPS allows for employers to contribute to an employee's AVC arrangement through a salary sacrifice arrangement.

2. Shared Cost Additional Voluntary Contributions

- 2.1 From 1st October, it is proposed that the council will introduce a new salary sacrifice Shared Cost Additional Voluntary Contributions Scheme (SCAVC) to provide employees, who are members of the Local Government Pension Scheme, with an opportunity to gain National Insurance Contribution savings on additional voluntary contributions made into the Local Government AVC Scheme.
- 2.2 The LGPS rules allow employees to build up their pension benefits for retirement by paying Additional Voluntary Contributions (AVCs) by way of a tax-free deduction through payroll. If an employee chooses to pay AVCs, they are invested separately from the main LGPS pension benefits and provide additional income upon retirement.
- 2.3 The LGPS has a provision within its regulations to allow the employer to also contribute to an employee's AVC arrangement. This is known as a 'Shared Cost' AVC (SCAVC) which can be provided through a salary sacrifice arrangement.
- 2.4 A salary sacrifice arrangement is a popular and legitimate method used by employers to provide employees with a benefit (in this case the benefit is AVCs, paid by the council into an employee's AVC fund). The council currently provides an opportunity for employees to participate in other salary sacrifice arrangements such as childcare vouchers and cycle to work.
- 2.5 Under the SCAVC salary sacrifice arrangement, the council will agree to pay an employee's chosen contribution amount to their AVC fund and, in return, the employee agrees to enter a salary sacrifice arrangement under which he/she accepts a reduction in their gross salary, which is equal to the contribution amount. In addition, the employee is required to pay a fixed £1 a month as their individual contribution to the SCAVC arrangement. This contribution is deducted from the employee's gross salary and paid into the AVC fund in addition to the contribution from the employer under the salary sacrifice arrangement.

- 2.6 For employees, the advantage is that they will not pay tax or National Insurance Contributions (NICs) on the amount salary sacrificed. As a result, operating a SCAVC through a salary sacrifice arrangement provides an opportunity for employees to save NICs in addition to the usual tax savings, thus increasing take-home pay when compared to paying AVCs in the standard way. In addition, the council will benefit from a reduction in Secondary (employer's) Class 1 NICs that it is required to pay.
- 2.7 For example, if an employee is earning £25,000 a year, and agrees with the council that they will sacrifice £1,200 of their salary, which the council will pay into the employee's AVC fund, the employee saves an additional 12% (£144) as they do not pay NICs on the amount of the salary sacrifice. The council will also benefit by saving 14.3% (£171.60) as a result of not paying employer NICs (13.8%) and apprenticeship levy. (0.5%).
- 2.8 The county council currently has around 120 employees contributing into an AVC arrangement, with combined annual total contributions of around £300k. If all current arrangements are transferred into a shared cost arrangement the county council would achieve savings of around £40k, a portion of which will be payable to PS Tax for their ongoing support to the scheme.
- 2.9 Experience of other local authorities that have introduced a shared cost scheme is that the number of employees accessing the scheme increases, as does the value of average contributions as employees often opt to reinvest the National Insurance savings that they have achieved.
- 2.10 Operating a SCAVC by means of a salary sacrifice arrangement is growing in interest within the public sector and is not affected by the legislative changes relating to the withdrawal of tax and NICs advantages of certain benefits provided through salary sacrifice.
- 2.11 PSTAX will be supporting the council with the introduction of the Shared Cost AVC Scheme. PSTAX are the tax specialists for the public sector and have implemented the SCAVC solution at other local authorities and other public sector organisations in conjunction with the LGPS AVC fund providers.

3 Next Steps

- 3.1 Should the committee agree the proposals in respect of a revised statement and the introduction of a shared cost AVC scheme, the council will commence preparations to introduce the new scheme on 1 October 2018. With the support of PS Tax a launch programme will be put in place during August and September that will include a number of staff briefings and targeted communications.

Jonathan Mair
Service Director for Organisational Development

9 July 2018

STATEMENT OF POLICY ON:- The Local Government Pension Scheme 2014 Discretions

By Dorset County Council
Policy effective from 9 July 2019

Statement of Policy on :-
The Local Government Pension Scheme Regulations 2013 [R]
The Local Government Pension Scheme (Transitional Provisions and Savings) Regulations 2014 [TP]
The Local Government Pension Scheme (Administration) Regulations 2008 [A]
The Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007 (as amended) [B]
The Local Government Pension Scheme (Transitional Provisions) Regulations 2008 [T]
The Local Government Pension Scheme Regulations 1997 (as amended) [L]
The Local Government Pension Scheme (Miscellaneous Regulations) 2012 [E]

The Employing Body which is Dorset County Council has resolved that the following Discretions available in the Statutory Instrument, should be implemented in compliance with the Local Government Pension Scheme Regulations as set out below:-

PART A - where formulation of policy is compulsory

	Existing Provision	Proposed Provision
<p>Regulation 16 [R]</p> <p><u>Power of employing authority to contribute to a shared cost APC scheme</u></p> <p>Whether, how much, and in what circumstances to contribute to a shared cost APC scheme.</p>	<p>The council will not normally fund (in whole or in part) any Additional Pension Contribution (APC) arrangement voluntarily entered into, except in cases specifically agreed by the member's Director, after consultation with the cabinet member, the Group Finance Manager on behalf of the Chief Financial Officer and an HR & OD Service Manager, on exceptional compassionate grounds. In respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant Director/Service Director/Heads of Service, approval of the Staffing Committee is required.</p> <p>Each case will be considered on its own merits, ensuring that it</p>	<p><i>The Council will pay Shared Cost Additional Voluntary Contributions (SCAVC) where an employee has elected to pay AVCs by salary sacrifice. The amount of these employer SCAVC contributions will not exceed the amount of salary sacrificed by the employee. This is a Council discretion which is subject to the employee meeting the Council's conditions for acceptance into the salary sacrifice shared cost AVC scheme and may be withdrawn or changed at any time.</i></p>

	<p>can be objectively justified and that potential discrimination issues are fully considered.</p> <p>(This statement does not apply in cases where the shared cost APC is to cover a period of authorised unpaid leave).</p>	
<p>Sch 2, para 2 (2) & (3) [TP]</p> <p><u>Power of employing authority to apply 85 Year Rule before age 60</u></p> <p>Whether to "switch on" the 85 Year Rule for a member voluntarily drawing benefits on or after age 55 and before age 60.</p> <p>Whether to waive, on compassionate grounds, the actuarial reduction applied to benefits from pre 01/04/2014 membership where the employer has "switched on" the 85 Year Rule for a member voluntarily drawing benefits on or after age 55 and before age 60.</p>	<p>The council will not normally switch on the 85 Year Rule, or waive the actuarial reduction in benefits from pre 01/04/2014 membership, for a member voluntarily drawing benefits on or after age 55 and before age 60, except in cases specifically agreed by the member's Director, after consultation with the cabinet member, the Group Finance Manager on behalf of the Chief Financial Officer and an HR & OD Service Manager, on exceptional compassionate grounds. In respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant Director/Service Director/Heads of Service, approval of the Staffing Committee is required.</p> <p>Each case will be considered on its own merits, ensuring that the decision can be objectively justified and that potential discrimination issues are fully considered.</p>	No change
<p>Regulation 30 (6) & (8) [R] and 11 (2) [TP]</p> <p><u>Flexible retirement</u></p> <p>Whether all or some benefits can be paid if an employee reduces their hours or grade (flexible retirement).</p> <p>Whether to waive, in whole or in part, actuarial reduction on benefits paid on flexible retirement.</p>	<p>The council will consider applications for flexible retirement, where there is a business case. Applications for flexible retirement are subject to approval by the council in accordance with the scheme of delegation on people management matters. The needs of the customer and service will be taken into account. Where there is a cost to the council, applications must be considered by the member's Director, after consultation with the cabinet member, the Group Finance Manager on behalf of the Chief Financial Officer and an HR &</p>	No change

	<p>OD Service Manager before a final decision is made. In respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant Director/Service Director/Heads of Service, approval of the Staffing Committee is required.</p> <p>Such applications will normally only be approved on exceptional compassionate grounds or for exceptional business reasons. Each case will be considered on its own merits ensuring that it can be objectively justified and that potential discrimination issues are fully considered.</p> <p>Where an application for flexible retirement includes an application to waive the actuarial reduction at a cost to the council, this must be considered by the member's Director, after consultation with the cabinet member, a Group Finance Manager on behalf of the Chief Financial Officer and an HR & OD Service Manager before a final decision is made. In respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant Director/Service Director/Heads of Service, approval of the Staffing Committee is required. Such applications will normally only be approved on exceptional compassionate grounds.</p> <p>Each case will be considered on its own merits ensuring that it can be objectively justified and that potential discrimination issues are fully considered.</p>	
<p>Regulation 30 (8) [R]</p> <p><u>Power of employing authority to waive actuarial reduction</u></p> <p>Whether to waive, in whole or in part, actuarial reduction on benefits which a member voluntarily draws</p>	<p>Any actuarial reduction applied due to voluntary early access to pensions benefits will normally be met by the member. Any application to waive the actuarial reduction at a cost to the council must be considered by the member's Director, after consultation with the cabinet member, the Group Finance</p>	<p>No change</p>

<p>before normal pension age.</p>	<p>Manager on behalf of the Chief Financial Officer and an HR & OD Service Manager, on exceptional compassionate grounds. In respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant Director/Service Director/Heads of Service, approval of the Staffing Committee is required.</p> <p>Each case will be considered on its own merits ensuring that it can be objectively justified and that potential discrimination issues are fully considered.</p>	
<p>Regulation 31 [R]</p> <p><u>Power of employing authority to grant additional pension</u></p> <p>Whether to grant additional pension to an active member or within 6 months of ceasing to be an active member by reason of redundancy or business efficiency (of no more than the higher additional pension limit that applies at the time of the decision).</p>	<p>Additional pension will not normally be awarded except in cases specifically agreed by the member's Director, after consultation with the cabinet member, the Group Finance Manager on behalf of the Chief Financial Officer and an HR & OD Service Manager, on exceptional compassionate grounds. In respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant Director/Service Director/Heads of Service, approval of the Staffing Committee is required.</p> <p>Each case will be considered on its own merits ensuring that it can be objectively justified and that potential discrimination issues are fully considered</p>	<p>No change</p>
<p>Regulation 30 (2) & (5) [B]</p> <p><u>Power of employing authority to grant early payment of deferred benefits</u></p> <p>Regulation 30 (2) Whether to grant application for early payment of deferred benefits on or after age 55 and before age 60.</p>	<p>The council will not normally grant early payment of deferred benefits except in cases specifically agreed by the member's Director, after consultation with the cabinet member, the Group Finance Manager on behalf of the Chief Financial Officer and an HR & OD Service Manager, on exceptional compassionate grounds or for exceptional business reasons. In respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant</p>	<p>No change</p>

<p>Regulation 30 (5) Whether to waive, on compassionate grounds, the actuarial reduction applied to deferred benefits paid early under Regulation 30(2) [B].</p>	<p>Director/Service Director/Heads of Service, approval of the Staffing Committee is required.</p> <p>Each case will be considered on its own merits, ensuring that it can be objectively justified and that potential discrimination issues are fully considered.</p> <p>Where there is an application to waive the actuarial reduction at a cost to the council, this must be considered by the member's Director, after consultation with the cabinet member, the Group Finance Manager on behalf of the Chief Financial Officer and an HR & OD Service Manager before a final decision is made. In respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant Director/Service Director/Heads of Service, approval of the Staffing Committee is required. Such applications will normally only be approved on exceptional compassionate grounds.</p> <p>Each case will be considered on its own merits ensuring that it can be objectively justified and that potential discrimination issues are fully considered.</p>	
<p>Regulation 30A (3) & (5) [B]</p> <p><u>Power of employing authority to grant early payment of suspended tier 3 ill health pension</u></p> <p>Regulation 30A (3) Whether to grant application for early payment of a suspended tier 3 ill health pension on or after age 55 and before age 60.</p> <p>Regulation 30A (5) Whether to waive, on</p>	<p>The council will not normally grant early payment of a suspended tier 3 ill health pension, except in cases specifically agreed by the member's Director, after consultation with the cabinet member, the Group Financial Manager on behalf of the Chief Financial Officer and an HR & OD Service Manager, on exceptional compassionate grounds or for exceptional business reasons. In respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant Director/Service Director/Heads of Service, approval of the</p>	<p>No change</p>

<p>compassionate grounds, the actuarial reduction applied to benefits paid early under Regulation 30A [B].</p>	<p>Staffing Committee is required.</p> <p>Each case will be considered on its own merits, ensuring that it can be objectively justified and that potential discrimination issues are fully considered.</p> <p>Where there is an application to waive the actuarial reduction at a cost to the council, this must be considered by the member's Director, after consultation with the cabinet member, the Group Finance Manager on behalf of the Chief Financial Officer and an HR & OD Service Manager before a final decision is made. In respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant Director/Service Director/Heads of Service, approval of the Staffing Committee is required. Such applications will normally only be approved on exceptional compassionate grounds.</p> <p>Each case will be considered on its own merits ensuring that it can be objectively justified and that potential discrimination issues are fully considered.</p>	
<p>Regulation 31 (2) & (5) [L]</p> <p><u>Power of employing authority to grant early payment of deferred pension</u></p> <p>Regulation 31 (2) Grant application from a post 31.03.98 / pre 01.04.08 leaver or from a councillor for early payment of benefits on or after age 50 / 55 and before age 60.</p> <p>Regulation 31 (5) Waive, on compassionate grounds, the actuarial reduction applied to benefits paid early under Regulation 31 (2).</p>	<p>The council will not normally grant early payment of benefits, except in cases specifically agreed by the member's Director, after consultation with the cabinet member, the Group Finance Manager on behalf of the Chief Financial Officer and an HR & OD Service Manager, on exceptional compassionate grounds or for exceptional business reasons. In respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant Director/Service Director/Heads of Service, approval of the Staffing Committee is required.</p> <p>Each case will be considered on its own merits, ensuring that the award of augmented membership</p>	<p>No change</p>

	<p>can be objectively justified and that potential discrimination issues are fully considered.</p> <p>Where there is an application to waive the actuarial reduction at a cost to the council, this must be considered by the member's Director, after consultation with the cabinet member, the Group Finance Manager on behalf of the Chief Financial Officer and an HR & OD Service Manager before a final decision is made. In respect of the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant Director/Service Director/Heads of Service, approval of the Staffing Committee is required. Such applications will normally only be approved on exceptional compassionate grounds.</p> <p>Each case will be considered on its own merits ensuring that it can be objectively justified and that potential discrimination issues are fully considered.</p>	
<p>Regulation 31 (7A) [L]</p> <p><u>Power of employing authority to grant early payment of deferred pension for pre 01.04.08 employee optants out and councillors.</u></p> <p>Councillor optant outs and pre 01.04.08 employee optants out only to get benefits paid from NRD if employer agrees.</p>	<p>Additional pension will not normally be awarded except in cases specifically agreed by the member's Director, after consultation with the cabinet member, the Group Finance Manager on behalf of the Chief Financial Officer and an HR & OD Service Manager, on exceptional compassionate grounds or for exceptional business reasons. In respect of Councillors, the Chief Executive, Assistant Chief Executive, Directors, Statutory Officers and Assistant Director/Service Director/Heads of Service, approval of the Staffing Committee is required.</p> <p>Each case will be considered on its own merits ensuring that it can be objectively justified and that potential discrimination issues are fully considered.</p>	<p>No change</p>

PART B - where formulation of a written policy is not compulsory	
Regulation 9 (1) & (3) [R] Contributions payable by active members Employers determine the contributions payable by members by attributing each member to one of the contribution bands set out in Regulation 9 (2) [R]. Employers have the capacity to re-attribute the specific payband (upwards or downwards) where there is a material change in a member's contractual terms.	<p>The council will allocate employees to LGPS pay bands based on an estimation of their annual pensionable pay.</p> <p>The council will review the allocation to pay bands at least once a year. Reviews will normally be undertaken at 1 April each year and may also be undertaken during the year if the council considers it is reasonable to do so, following a material change which affects the member's pensionable pay.</p> <p>Each case will be considered by the Head of Human Resources & Organisational Development or their nominated representative on its own merits, ensuring that it can be objectively justified and that potential discrimination issues are fully considered.</p>
Regulation 22 (7) (b) and (8) (b) [R] Facility to extend time limits for active members to not aggregate deferred periods of LGPS membership Whether to extend the 12 month option period for a member to elect that deferred benefits should not be aggregated with a new employment or ongoing concurrent employment.	The council will not normally extend the twelve month option period except in cases where the available evidence indicates that it had not reasonably been possible for the member to meet the timeframe. Each case will be considered by the Head of Human Resources & Organisational Development or their nominated representative on its own merits, ensuring that it can be objectively justified and that potential discrimination issues are fully considered.
Regulation 100 (6) [R] Facility to extend time limits for active members to request a transfer of previous pension rights into the LGPS Where an active member requests to transfer previous pension rights into the LGPS, the member must make a request within 12 months of becoming an active member. Employers, with agreement of Administering Authority, may allow a longer period than 12 months. JOINT DISCRETION WITH ADMINISTERING AUTHORITY	The council will not normally extend the twelve month option period except in cases where the available evidence indicates that it had not reasonably been possible for the member to meet the timeframe. Each case will be considered jointly by the Head of Human Resources & Organisational Development and the Pension Benefits Manager, Dorset County Pension Fund, or their nominated representative(s), on its own merits, ensuring that it can be objectively justified and that potential discrimination issues are fully considered.
<p>Other non-compulsory discretions are available for Dorset County Council to consider, and cases where these may arise in the future will be considered on an individual basis; the merits of each case being fully investigated.</p> <p>The county council in exercising the discretionary powers available under the above Regulations has acted with due prudence and propriety and considered the financial impact of applying the discretions.</p> <p>These policies may be subject to review from time to time. Any subsequent change in this</p>	

Policy Statement will be notified to affected employees.

Signed on behalf of Dorset County Council

Signature

Date

Please PRINT name of person signing:

The LGPC Secretariat's understanding of the discretions which exist within the LGPS regulatory framework and the parties responsible for exercising those discretions can be found at the website below. In particular, it details their understanding of the new discretions applicable from April 2014.

Also on this webpage is a discretions policies document, setting out in more detail the LGPC Secretariat's understanding of the discretions that employers should have a policy on. This will be of use while compiling your policy.

www.lgpsregs.org/index.php/guides/administration-guides-to-the-2014-scheme

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