

Agenda

Dorset County Council



Meeting: Staffing Committee
Time: 10.00 am
Date: 10 April 2017
Venue: Committee Room 3, County Hall, Colliton Park, Dorchester, DT1 1XJ

Robert Gould (Chairman)
Trevor Jones
Andrew Parry

Peter Finney (Vice-Chairman)
Mike Lovell
Peter Richardson

Andrew Cattaway
David Mannings

Notes:

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- **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 5 April 2017, 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, 31 March 2017

1. Apologies for Absence

To receive any apologies for absence.

2. 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.

3. Minutes 5 - 10

To confirm and sign the minutes of the meeting held on 30 January 2017.

4. Public Participation

(a) Public Speaking

(b) Petitions

5. Management of Attendance 2016/17 - Quarter 3 11 - 24

To consider a report by the Head of Human Resources and Organisational Development.

6. Sickness Monitoring in the Children's Services Directorate

Following a request from the Staffing Committee at its meeting held on 22 November 2016 to provide a focus from each Directorate on sickness absence, members will receive a verbal update in relation to Children's Services.

7. Performance and Development Reviews (PDRs) - update from Children's Services

To receive an update from the Director for Children's Services regarding PDRs in her Directorate as requested by members at their meeting on 30 January 2017.

8. Headcount and FTE Figures and Non-Directly Employed Contract Workforce - Quarter 3 2016/17 25 - 36

To consider a report by the Head of Human Resources and Organisational Development.

9. Equality and Diversity Policy 37 - 42

To consider a report from the Head of Human Resources and Organisational Development.

10. Redundancy Costs - Quarterly Report 43 - 46

To consider a report from the Head of Human Resources and Organisational Development.

11. Questions from County Councillors

To answer any questions received in writing by the Chief Executive by not later than 10.00am on Wednesday 5 April 2017.

12. Exempt Business

To consider passing the following resolution:

To agree that in accordance with Section 100 A (4) of the Local Government Act 1972 to exclude the public from the meeting in relation to the business specified below it is likely that if members of the public were present, there would be disclosure to them of exempt information as defined in the paragraphs detailed below of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

13. Pay for Adoption Leave (Paragraph 4, 5)

47 - 70

To consider an exempt report from the Head of Human Resources and Organisational Development.

14. Modernising Employment Policies (MEPP) Review (Paragraph 4)

71 - 102

To consider an exempt report from the Chief Executive.

15. Senior Structures (Paragraph 1, 2)

To consider an exempt report by the Chief Executive (to follow).

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Staffing Committee

Minutes of the meeting held at County Hall, Colliton Park,
Dorchester, DT1 1XJ on Monday, 30 January 2017

Present:

Robert Gould (Chairman)
Trevor Jones, Mike Lovell and David Mannings

Officers Attending: Jonathan Mair (Monitoring Officer), Sheralyn Huntingford (Head of HR and Organisational Development), Alison Crockett (Service Manager OD and Engagement), Natalie Adam (HR and OD Service Manager), Paul Loach (HR and OD Business Partner), Helen Sotheran (Learning and Organisational Development Lead) and Fiona King (Senior Democratic Services Officer).

(Notes:(1) 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, 10 April 2017**.

(2) **RECOMMENDED** in this type denotes that County Council approval is required.)

Apologies for Absence

1 Apologies for absence were received from Andrew Cattaway, Peter Richardson, and Peter Finney.

Code of Conduct

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

Minutes

3 The minutes of the meeting held on 22 November 2016 were confirmed and signed.

Following a comment from a member about the Christmas and New Year opening of County Hall, the Head of Legal and Democratic Services advised that the Corporate Leadership Team had hoped to close the whole building but on investigation it was found that certain areas such as the traffic control section needed to remain open. Therefore, only strictly controlled areas of the building were open. In respect of staff being required to take leave the Head of HR and Organisational Development advised that this would require a contractual change which had been discussed at a meeting of the Corporate Leadership Team where the Chief Executive and Directors noted that Dorset County Council needed to provide cover all year round.

It was felt this should be kept under review to maximise efficiency at this particular time of year.

Public Participation

4 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.

Apprentice Scheme from April 2017

- 5 The Committee considered a report from the Head of Human Resources and Organisational Development which outlined the Apprenticeship reforms and what they meant for Dorset County Council.

The Learning and Organisational Development (OD) Lead Officer outlined scheme proposals for members and highlighted the three main strands.

In respect of the third strand, work experience and traineeships, one member felt this should be carried out by schools. The Learning and OD Lead Officer advised that the purpose of this strand was to support young people in being 'Apprenticeship ready' and this involved joint working with schools and colleges.

Following a question about timescales, officers advised that the Government would be looking for demonstrations to show that the County Council was working within the spirit of this legislation along with reporting annually on progress towards targets.

Reference was made to helping looked after children and officers reported that work was ongoing with these children to ensure they were 'work ready' and already any looked after child was guaranteed an interview with the Authority. One member expressed concern that the County Council should be offering looked after children more of an opportunity to work for the Authority. The Service Manager for OD and Engagement noted the importance of recognising that this route might not be the personal choice of young people and the purpose of the three strands was to make these opportunities available for looked after children and work was ongoing with Children's Services in this regard.

The Chairman felt it would be helpful for members to have continuous updates on the progress of this scheme.

Resolved

1. That the proposed scheme for implementation from April 2017 be approved.
2. An update on the progress of the scheme be presented to the Staffing Committee in 6 months' time.

Reason for Decisions

To ensure that the Council complied with the new Apprenticeship legislation while deriving optimum benefit from the required changes.

Violence, Aggression and Harassment at Work Policy

- 6 The Committee considered a report by the Head of Human Resources and Organisational Development which summarised the key changes and anticipated improvements to the Policy.

The Service Manager for OD and Engagement advised members that this policy was last reviewed in 2007 and the purpose was to provide greater clarity in this area and to manage and minimise any risk to the County Council's workforce.

Resolved

That the revised Violence, Aggression and Harassment at Work Policy be approved and be effective from 1 April 2017.

Reason for Decision

The Staffing Committee oversees matters relating to top staff terms and conditions and people management policies.

Revision to Alcohol, Drugs and Substance Misuse Policy

7 The Committee considered a report by the Head of Human Resources and Organisational Development which sought approval to introduce testing for alcohol, drugs or misuse of substances in specific circumstances.

The HR and OD Business Partner highlighted the safety critical roles where random testing would be appropriate and advised that officers in HR and OD would continue to consult with the Trade Unions on the arrangements for implementation. It was noted that the County Council would only work with accredited organisations in respect of testing.

Following a question from a member regarding timescales, the HR and OD Business Partner advised that discussions had started with Trade Unions who were very supportive of this work. This was just the start of the consultation process, the revised up to date policy and post implementation review would be presented to the Staffing Committee when the consultation period had ended.

Members' attention was drawn to the estimated costs for this work but the final costs would depend on the type and number of tests undertaken and would be met by the relevant Directorate.

Resolved

1. That the introduction of alcohol, drugs and substance misuse testing, subject to the completion of the Trade Union consultation and following professional advice, be approved.
2. That a revised alcohol and substance misuse policy be brought to this Committee for approval.
3. That a review paper be brought to Staffing Committee 12 months post implementation.

Reason for Decision

To promote a healthy and safe working environment and to protect the public from harm.

PDR: Completion Rates and Quality of PDR Survey

8 The Committee considered a report by the Head of Human Resources and Organisational Development which analysed the trend in Performance and Development Review (PDR) completion for the last 2 years and considered the learning and insights from areas of good practice.

The HR and OD Business Partner highlighted the areas with the highest and lowest rates of PDR completion and the learning points in high response areas were noted. The quality of PDRs would continue to be monitored following receipt of over 400 responses to a recent questionnaire which had been sent to all staff.

Following a question from a member regarding whether any benchmarking work with other authorities had been carried out in respect of the monitoring of PDRs, the HR and OD Business Partner advised that following research online and with a range of organisations he had been unable to find another organisation who carried out such monitoring.

It was felt there needed to be a focus on some of the lower response areas but noted it was encouraging to see some of the quality of the PDRs.

Following a comment from a member about the low number of responses for Children's Services and the reasons for this, the HR and OD Business Partner advised there were particular problems in this area regarding agency workers and

heavy caseloads. The Service Manager for OD and Engagement advised that she had recently attended a Directorate Management Team meeting at Children's Services where there was a real focus on the delivery targets for PDR completion.

One member suggested inviting the Director or appropriate senior manager in her team to the next meeting to discuss completion of PDRs further.

Resolved

That the Director/Senior Manager from Children's Services be invited to the next meeting of the Staffing Committee in which PDRs would be tabled for review.

Pay Policy Statement 2017/18

9 The Committee considered a report from the Chief Executive which included the proposed Pay Policy Statement for 2017/18 and also provided information about gender pay gap reporting which the Council was likely to have to provide during the 2017/18 financial year and annually thereafter.

The Head of Legal and Democratic Services highlighted to members that this statement was now an embedded part of what the County Council now did in demonstrating transparency around pay. It covered not just senior officers pay but also the relationship between the highest and lowest pay.

The HR and OD Service Manager highlighted the main changes in the proposed pay policy statement from the previous year which focussed on the pay multiples, both of which had either reduced or remained unchanged. She explained that the appendices showed Chief Officer information for both Council funded and joint partner funded roles including consultants/interims.

One member highlighted the pay multiples from previous years in the report and felt this was a good news story as the gap between highest paid (Chief Officers) and lowest paid (non Chief Officers) had narrowed year on year since the pay policy statements had first been published.

Cllr Trevor Jones, as the Chairman of the Audit and Governance Committee, advised members of the work his committee was undertaking in conjunction with Internal Audit in relation to agency staff not being managed robustly and controls not being effective.

It was highlighted the key issue was that the consultant/interim post costs were all within salary budgets for those specific posts. It was also noted that there was a defined period of time stated for how long individuals would be required which allowed for flexibility for future arrangements. The Head of Legal and Democratic Services made reference to one specific post and highlighted that this was funded from a Government grant.

RECOMMENDED

That the County Council be recommended to approve the Pay Policy Statement for 2017/18.

Reason for Recommendation

The Staffing Committee oversees matters relating to staff terms and conditions.

Redundancy Costs - Quarterly Report

10 The Committee considered a report by the Head of Human Resources and Organisational Development which considered the costs for redundancy dismissals effective from 1 October to 31 December 2016.

The HR and OD Service Manager highlighted one stand out payment with a 32 month

payback following a review in the accountancy service. The Director in this instance had looked at not just the individual case but the pay-back period for the whole review which was 10.5 months. There were no exceptionally high packages to report for this period.

Noted

Questions from County Councillors

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

Exempt Business

12 **Resolved**

That in accordance with Section 100 A (4) of the Local Government Act 1972 to exclude the public from the meeting in relation to the business specified in minutes 85 to 87 as it was likely that if members of the public were present, there would be disclosure to them of exempt information as defined in paragraphs 3,4 and 5 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

Adoption Leave: Review of Approach to Pay

13 The Committee considered an exempt report by the Head of Human Resources and Organisational Development which provided members with a summary of the current approach in respect of adoption leave and considered a number of potential options for the future.

Following a discussion around these options, members asked for a further report to provide further clarification prior to a decision being reached.

Resolved

That the decision be deferred to the next meeting.

Reasons for Decision

1. The Staffing Committee oversees matters relating to staff terms and conditions.
2. Any change to terms and conditions were considered alongside the wider review to modernise employment policies and practices in order to provide a consistent message.

Retention of Social Workers

14 The Committee considered an exempt report by the Head of Human Resources and Organisational Development which identified a specific issue which when resolved would address some retention concerns in Children's Services.

In response to a question from a member about staff leaving the County Council to work in other authorities for higher pay, the HR and OD Service Manager confirmed that this was happening.

The Committee was keen to understand the implications for the current overspend in Children's Services before reaching a decision.

The Head of HR and OD advised members of a similar issue in Adult and Community Services but more work was still needed in this regard.

Resolved

1. That the recommendation in respect of Children's Services be approved.
2. That the decision on the same matter within Adult and Community Services be delegated to the Head of Organisational Development in consultation with the Leader, based on a clear evidential case.

Reason for Decisions

The Staffing Committee's remit in respect of staff terms and condition and employment policies.

Modernisation of Employment Policies and Practices (MEPP)

- 15 The Committee considered an exempt report from the Chief Executive which provided members with further detail of the proposed package of changes and took account of the cost benefits, feedback from the Trade Unions, managers and staff, discussions around the future of councils in Dorset, and the business impacts associated with any changes.

The Head of HR and OD explained each section of the report and members asked questions to clarify their understanding of the proposals before reaching a decision.

Resolved

1. That the final package of changes to policies and practices for implementation from April 2017 onwards be approved.
2. That the extension of time for consideration of further aspects of the review at the Staffing Committee meeting on 10 April 2017 be approved.
3. That Dorset Schools (where the Council was the employer) governing bodies be recommended to adopt the relevant policy and practice changes.
4. That TUPE protected staff retained their transfer protections unless council policies and practices were applicable.

Reason for Decisions

To enable the modernisation of employment policies and practices which in turn will secure some financial savings for the Council.

Meeting Duration: 10.00 am - 12.00 pm

Staffing Committee

Dorset County Council



Date of Meeting	10 April 2017
Officer	Head of Human Resources and Organisational Development
Subject of Report	Management of Attendance 2016/17 – Quarter 3
Executive Summary	<p>DCC reports a mixed set of sickness results for quarter 3 October to December 2016 as absence rates remain relatively unchanged at 8.79 days per fte. Environment and Economy have reduced absence this quarter by 1.10 days to 8.03 days, their lowest rate for 2 years. Childrens’ Services report a slight fall to 9.97 days but Adults sickness has risen by 0.49 days to 9.49 days. Chief Executives sickness is a mixed picture with lower absence in Legal Services and HR+OD but higher absence in Governance and Financial Services.</p> <p>This report is provided in a new format. Directorate commentary has been replaced by case studies for services who have successfully reduced sickness absence, as well as in-depth commentary for services with higher sickness levels. Dorset Direct explains how sickness absence was halved from 20 to 10 days whilst Dorset Travel provide insight to their sickness levels. A verbal report will be given by Children’s Services Care and Protection at this committee meeting.</p> <p>The report highlights our new Health and Wellbeing intranet site which provides a plethora of videos, smart phone applications, information, advice and training materials for all managers and employees.</p> <p>This paper is the last one which reports using DES sickness data. Management Dashboard data will be used for the next committee report which excludes data from employees who have left in the last twelve months.</p>

Management of Attendance 2016/17 – Quarter 3

<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>No separate EQIA has been conducted / required although the County 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> <p>Budget:</p> <p>There are no direct costs implications arising from this report. The rolling 12 month sickness absence shows an annual cost of £2 million for DCC (excluding schools) based on current reporting. This amount does not cover the cost of additional temporary staff where necessary.</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>
<p>Recommendation</p>	<p>It is recommended that Staffing Committee request:-</p> <ul style="list-style-type: none"> i) The learning from Dorset Direct is communicated widely to all DCC managers as a case study to assist other services in managing sickness. ii) Dorset Passenger Transport produces a follow up report to Staffing Committee, which includes the new system for reporting PA absence and managing return to work interviews. iii) For the next Staffing Committee, Adults and Community Services are asked to update Staffing Committee in person. Finance and Governance and Assurance Services are asked to produce written commentary on their high absence levels and their proposals to resolve.
<p>Reason for Recommendation</p>	<p>To ensure the effective management of attendance within the authority</p>
<p>Appendices</p>	<p>Appendix 1: Quarterly Directorate Sickness Report Appendix 2: Quarterly Sickness report – target v actual</p>

Management of Attendance 2016/17 – Quarter 3

Background Papers	None
Officer Contact	Name: Paul Loach, HR Business Partner Tel: 01305 225189 Email: paul.loach@dorsetcc.gov.uk

Management of Attendance 2016/17 – Quarter 3

1. Introduction

- 1.1 This report considers quarter 3 sickness data (October 2016 to December 2016) and makes reference to DCC's quarterly and annual sickness data trends.

2. DCC sickness absence: a yearly perspective

Table 1: Sickness absence in DCC for the last year

Date	DCC Non Schools (excl. DWP + PH)	DCC Non Schools (incl. DWP + PH)
December 2015	8.46	8.74
March 2016	8.52	8.84
June 2016	8.76	9.35
September 2016	8.83	9.53
December 2016	8.79	9.55

3. Long Term v Short Term sickness absence within DCC

- 3.1 Levels of long term sickness and short term sickness are similar for the last 12 months. Long term absence stands at 4.63 days and short term at 4.16 days per fte.
- 3.2 The highest ratios of long term sickness as compared to short term are in Dorset Waste Partnership (9.81/ 5.88 days) and Children's Services (6.06 / 3.91 days).
- 3.3 The highest ratios of short term sickness absence as compared to long term are in the Chief Executives Department - Legal, Democratic, HR+OD, Transformation (3.96 / 0.97 days) and in Public Health (4.29 / 1.51 days)

4. Ill health retirements and dismissals

- 4.1 For the twelve month period (Q4 2015 to Q3 2016) DCC actioned 23 dismissals due to medical incapability plus 4 ill health retirements. This compares with 26 dismissals and 4 ill health retirements for (Q3 2015 to Q2 2016). For each individual directorate:-
- Adult and Community Services actioned 2 dismissals due to medical incapability and 1 ill health retirement.
 - Children's Services actioned 7 dismissals due to medical incapability and 1 ill health retirement.
 - Economy and Environment actioned 8 dismissals due to medical incapability and 1 ill health retirement.

Management of Attendance 2016/17 – Quarter 3

- Chief Executives actioned 2 dismissals due to medical incapability and 1 ill health retirement.
- Dorset Waste Partnership (DWP) actioned 4 dismissals due to medical incapacity but no ill health retirements.

5. **Table 2: Reasons for sickness absence across DCC: (Q3: Oct 2016 to Dec 2016)**

Sickness Category	Cost Q3 (salary costs only)	Previous Quarter costs (Q2) for comparison
Mental Health	176,650	165,158
Musculoskeletal	169,672	133,719
Digestive	74,935	54,154
Ear Nose Throat	71,559	38,941
Cancer Tumours	20,077	37,161
Nervous system	33,617	33,333
Reproduction / Urinary	30,646	28,402
Respiratory	71,301	22,943
Cardiovascular	12,735	12,799
Other reasons	14,121	12,313
TOTAL	675,313	538,923

Note:

- i) Mental Health: includes stress, anxiety, depression, other mental health
- ii) Musculoskeletal: includes neck, back, strains, sprains, carpal tunnel, RSI, frozen shoulder, arthritis and rheumatism

Management of Attendance 2016/17 – Quarter 3

The costs of absence depends on the salary levels of absent employees during the quarter and may not be a direct correlation with the total number of sickness days lost.

- 5.1 The more significant changes in sickness reasons for Q3 are due to increases in absences due to respiratory, ear nose throat, musculoskeletal and digestive, with cancer and tumours reporting a decrease. This change in sickness is fairly typical as we take into account the change from Summer to Autumn reporting periods.

6. Focus on Dorset Passenger Transport (DPT)

- 6.1 Peter Colvin, Fleet Operations Manager, reports on Dorset Passenger Transport which is a service with higher sickness absence levels (currently at 13.62 days).

6.2 Background

Drivers: DPT employ 87 permanent and 14 casual drivers. Casual drivers sickness absence data is not included as there are no pay implications. Drivers are responsible for the safety of passengers on the bus, securing wheelchairs, assisting service users on and off the vehicle and in to their homes. Service users with dementia require particular care and assistance.

The length of service for drivers varies between 3 months and 31 years with an age range of 29 to 79 years old. Employee turnover is not an issue as most tend to stay for several years, albeit a few people start and then leave as the role is not as expected. The majority of drivers are semi-retired and have a background in the Police, Fire, or Armed forces.

Passenger Assistants (PA's): DPT employs 196 permanent and 57 casual PAs. Passenger assistants are responsible for the safe transportation of children with special education needs (SEN) from home to school and back and the safe carriage of their medication. The current length of service varies from a few months to over 30 years. PA turnover is not a major concern as most PA's choose this job when their children progress to middle school or when they retire from full time work. Predominately PA's are female and their age range is from mid 20's to late 70's.

6.3 Medical or cultural reasons for absence

The medical reasons for absence for Drivers and PAs are predominantly respiratory, colds, viruses and chest infections etc. Passenger Assistants work in a schools context where germs and viruses are passed around quickly and there are frequent cases of diarrhoea and vomiting. Most of the musculoskeletal sickness reported for Drivers and PA's are due to surgical operations for knees, hips and carpal tunnel. When employees are absent long term, regular contact is made to see how things are progressing.

6.4 Reporting system for sickness absence

Drivers are managed by Peter Colvin and the Compliance Officers are responsible for PAs in their geographical area of duty. The reporting of sickness absence for Drivers works well as this is carried out by the Lead Drivers at the depot which then gets passed to the Fleet Operations Manager, on a daily basis for action.

For PA's, the fact that the employee is off sick that day is not always fed to the Compliance Officer on the day and therefore the Compliance Officer will not always

Management of Attendance 2016/17 – Quarter 3

know immediately that a PA has reported sick. Instead, it is picked by an office administrator who immediately arranges replacement PA cover.

Drivers are contacted within 2-3 days of returning to work to ensure they are well and offer any assistance that may be required, for example counselling or Occupational Health support. In respect of PA's, Peter Colvin is working with the Environment and Economy Business Manager to improve the passage of information for reporting PA sickness absence. Compliance Officers are keeping contact with those on long term sickness absence. A process for ensuring return to work interview forms completed for all instances of sickness is work in progress.

6.5 Plans to resolve

It is planned to get a better system for PA sickness reporting in place which will assist the monitoring of sickness trends and the completion of return of work forms. I would expect this to be in place by end of May/June 2017. I am happy that the driver sickness reporting/RTW is in place now.

6.6 Is there any assistance you need from others to make the change?

I have asked Compliance Officers to regularly check on PA's and for all Dorset Travel employees to report sickness the same day. There is already progress in this respect and I am confident that reporting will improve.

7. Learning from Success: Dorset Direct

Antony Palumbo, Manager of Dorset Direct, explains how sickness absence rates were reduced from 20 days per FTE to the current rate of 10 days per FTE in the service.

Dorset Direct is the Customer Services Centre for Dorset County Council with a headcount fluctuating between 64 to 71 staff depending upon peak periods throughout the year. Dorset Direct has been operating almost 10 years. The average length of service across the Centre is 4 years with staff turnover from the permanent and fixed contract workforce averaging at 5 staff per year.

The Centre delivers a broad variety of services across a diverse range of Teams handling external enquiries ranging from Adult Social Care, Highways, Dorset Waste Partnership requests and many more, to internal services handling demand for HR, Accounts Payable and Dorset Procurement interactions.

Customer Service Centre staff handle enquiries over extended periods of time and, as first point of contact for many services, they are frequently exposed to unreasonable complainants, angry callers and on occasions abusive comments. Over periods of peak demand the situation is intensified with many staff experiencing both short and long term absence with causes for absence triggered by stressful situations e.g. depression, anxiety. The actions taken to reduce sickness absence are:-

7.1 Consistent approach

The corporate review of the Management of Attendance policy provided us with the opportunity to take ownership and control of absence. It was also clear the managers across the centre had very different ways of interpreting the information

Management of Attendance 2016/17 – Quarter 3

available to help support them with management of absence, and clarity of process and procedures was required in consolidated view for the Centre's use.

7.2 Common understanding of process for supervisors and managers

The Management team pulled together a simple guide, working closely with HR+OD to ensure it followed policy, with clear flow diagrams to help in understanding next steps in managing both short and long term absence. This guidance enabled managers to easily navigate through the information required at each stage of the process so that absence could be handled in a timely and effective way. This involved defining clear trigger points as well as uniformity for terms that were open to interpretation e.g. 'significant improvement expected'.

7.3 Prioritise Health and Wellbeing

Our focus on supporting the health and wellbeing of staff was an essential part of the process. We listened to what the team were telling us in Return to Work Interviews, Staff Surveys, Team Meetings etc., to ensure that we were learning how best to support the Team and adopted an Early Help and Preventative approach that started to see absence reduce across the Centre. Supervision meetings were changed to a 'strength based' approach with emphasis placed on officers looking at ways in which they could improve their daily working experience with Managers providing coaching to help overcome difficult situations.

Other pre-emptive support methods were also put into place, i.e. additional training (telephone techniques to handle difficult customers and contentious situations), support methods in ending calls etc.

7.4 Listen to Employees

To encourage a supportive and inclusive environment in change activities, all officers were engaged in setting up a system to raise matters about their working environment with Suggestions, Issues, Improvements, Ideas & Problems (Siiip's) entered on a register for all officers to contribute towards and help in finding solutions. Removing frustration has been effectively handled through the Control Dartboard with officers encouraged to get involved in change and development activities to add variety to their working days, breaking the constant pressure of taking enquiry after enquiry.

Officers are also given the opportunity to discuss experiences, supporting methods and techniques in regular 'Food for Thought' sessions whereby staff take time off the phone to discuss ideas in a relaxed environment with their peers over a hot drink and a light snack (personally funded by the management team) i.e. making the workplace a fun and enjoyable experience.

7.5 Utilise technology

Our ICT colleagues were also instrumental in providing the technology we needed to make home working a reality to allow Officers to work from home in exactly the same way as if they were operating from the office. Whilst we would not encourage working away from the Centre for extended periods of time, as the social interaction with others is an important part in motivating wellbeing, there have been occasions where Officers cannot attend work due to the risk of spreading infections and viruses. So they have continued to work in handling customer enquiries through the phone, via email, Webchat and Social Media, whereas previously they would have called in sick.

Management of Attendance 2016/17 – Quarter 3

7.6 The results.

A significant reduction in both Short and Long term absence has been seen. In terms of Long Term absence, where it was evident that officers were unable to fulfil their contractual obligation, they were moved through the process in a fair and mutually agreed way. Clear communication on next steps facilitated the process with a consistent approach to 'exiting' officers from the organisation.

For short term absence, officers have embraced the support mechanisms available to help in increasing attendance. Where attendance has not improved, Officers have been issued with First and Final Written Warnings with continued encouragement and support in getting them to a sustainable level of attendance.

Overall, the guidance and simple approach to managing absence, specifically created by the managers for their needs, has facilitated the managers in navigating through what can initially be seen as a complicated and daunting process. It has also allowed us to manage sickness issues more effectively, consistently and timely which has resulted in improvements in attendance seen in absence levels at 9.17 days lost per FTE. If you remove absence for officers no longer in Dorset Direct (absence takes 12-months to be removed from the calculations), then this would mean that our absence rate would be 6.59 days lost per FTE.

7.7 Top tips:

- Use the process and resources available to you.
- Ensure sickness is entered into DES in a timely manner.
- Liaise and refer to HR&OD for support where necessary.
- Have a consistent and clear approach to how you handle Management of Attendance.
- Follow the guidance given via HR guides and SharePoint.
- Do not underestimate how general health and wellbeing, as well as the impact of the working environment can effect sickness levels.
- Hold regular and comprehensive supervision meetings with your Officers.
- Hold Return to Work Interviews as soon as the employee has returned to work.
- Use all stages of the Management of Attendance process correctly and ensure that timescales are agreed and met.
- Make coming to work a fun, enjoyable and progressive environment

8. Organisational initiatives to reduce sickness absence

- 8.1 A new Health and Wellbeing intranet site was launched in March 2017, which includes a range of advice, information and interactive resources for all employees. This includes:-

Table 4: New Health and Wellbeing Intranet Site

Resource	Examples of Content (not a complete list)
Short Videos (for viewing by employees or at team meetings)	<ul style="list-style-type: none">• Mental health: Top tips for self-care• Mindfulness• Time Management: making time for you• Relationships & connecting with the community• Managing your stress: the Stress Bucket• Women's Wellbeing / Health and Fitness• Fitness and Exercise Videos

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Five Steps to Wellbeing	<ul style="list-style-type: none"> • Connect • Keep Learning • Be Active • Take Notice • Give to others
Talking to Someone	<ul style="list-style-type: none"> • Counselling • Staff Support Groups • Bereavement • Carers Group • Live Well Dorset • Mindful Employer
Learning and Development	<ul style="list-style-type: none"> • Learning on Line: Lots of internal DCC courses • External courses: Skills and learning Dorset Bournemouth and Poole • Books on Prescription: borrow self-help books covering a range of conditions from anxiety and depression through to self-esteem.
Get Active	<ul style="list-style-type: none"> • Get 'Apptive': Dorset AONB have produced a set of three apps that bring the landscape of the South Dorset Ridgeway to life. Download to your phone and switch on your GPS and – once you hit the right spot – you'll be immersed in a pool of music, natural sounds and voices echoing down the years. The first takes in Chapel Coppice and the Grey Mare and her colts, a long barrow and burial chamber. The second app covers Hardy's Monument and the Bronkham Hill Barrow and the third features soundscapes around Kingston Russell and the Culliford Tree Barrow. • Natural Choices: offers activities with a focus on nature to help you get fit and feel good. • Step or activity apps: Couch to 5k, Spotify Running, •S health (Samsung), Fitbit, Google Fit, 7 minute Workout
Take Notice	<ul style="list-style-type: none"> • The Worry tree • Stress Action Plan • Mindfulness • Moodgym • Samaritans • Cognitive Behavioural therapy (CBT)
Give to others	<ul style="list-style-type: none"> • Volunteer via DCC • Dorset Volunteer Centre • Events: e.g. Race for Life or Weldmar Hospice care Trust's Colour run or Midnight Walk.

Details of how to access the Health and Wellbeing website has been sent to employees and Managers via a variety of communication methods.

Targeted work is also undertaken with teams recording high levels of absence related to mental health. This approach will be a feature of the Employee Wellbeing Programme for 2017/18.

9. Comment / Observation

Whilst there are peaks and troughs of sickness over quarters, there is a consistent pattern of services with higher and lower sickness absence rates. By focusing on areas of best practice and sharing the learning managers have further opportunity to apply the learning from their peers. In a similar vein, focusing on areas with high sickness rates provides further impetus for managers to find a solution for their

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service. Next quarters sickness data excludes sickness from leavers and is more reflective of the immediate situation.

10. Recommendations

- 10.1 The learning from Dorset Direct is communicated widely to all DCC managers as a case study to assist other services in managing sickness.
- 10.2 Dorset Passenger Transport produces a follow up report to Staffing Committee, which includes the new system for reporting PA absence and managing return to work interviews.
- 10.3 For the next Staffing Committee, Adults and Community Services are asked to update Staffing Committee in person. Finance and Governance and Assurance Services are asked to produce written commentary on their high absence levels and their proposals to resolve.

Sheralyn Huntingford
Head of Human Resources and Organisational Development

April 2017

Staffing Committee
Quarterly Directorate Sickness Report - December 2016

The figures quoted below are calculated on a quarterly, rolling-year basis.

Annual Sickness Performance			Sickness Performance Targets 2016/17	
FTE working days lost per FTE employee			FTE working days lost per FTE employee	
Year	Target	Actual	Directorate	Target
2005 / 2006	8.00	8.16	Adult & Community Services	7.11
2006 / 2007	7.50	8.48	Children's Services	6.75
2007 / 2008	7.75	8.27	Environment & The Economy	7.65
2008 / 2009	6.85	8.74	Chief Executive's Department – PPC and Business Development	4.50
2009 / 2010	8.20	7.98	Chief Executive's Department – Support Services	5.94
2010 / 2011	8.20	8.26	Dorset Waste Partnership	9.74
2011 / 2012	8.09	8.33	Public Health	4.50
2012 / 2013	7.69	8.38	DCC (Non-Schools) (excl. DWP & PH)	6.87
2013 / 2014	7.81	7.36	DCC (Non-Schools) (incl. DWP & PH)	7.16
2014 / 2015	7.20	8.24		
2015 / 2016	7.15	7.30		

Actual Performance against Sickness Targets

FTE working days lost per FTE employee

Directorate	2014/15	2015/16				2016/17		
	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16
Adult & Community Services	9.92	9.77	8.40	7.68	8.09	8.67	8.94	9.49
Children's Services	9.84	9.87	9.71	9.42	9.23	9.51	10.12	9.97
Environment & The Economy	8.91	9.18	8.55	9.04	9.49	9.73	9.13	8.03
Chief Executive's Department - Support Services	7.30	7.82	8.00	7.74	6.96	6.54	6.27	-
Chief Executive's Department - CD	5.37	5.01	3.98	3.65	3.83	4.65	5.97	6.82
CED-Finance & Procurement	-	-	-	-	-	-	-	8.87
CED-Legal, Democratic, HR&OD, Transformation	-	-	-	-	-	-	-	4.93
Dorset Waste Partnership	13.47	13.02	12.54	11.56	11.82	14.44	15.66	15.69
Public Health	3.51	4.70	5.37	4.28	4.42	4.10	3.88	5.79
DCC (Non-Schools) (excl. DWP & PH)	9.25	9.30	8.64	8.46	8.52	8.76	8.83	8.79
DCC (Non-Schools) (incl. DWP & PH)	9.56	9.57	9.00	8.74	8.84	9.35	9.53	9.55

DCC Staffing Figures

Full-Time Equivalent (FTE) figures by Directorate

Directorate	2014/15	2015/16				2016/17		
	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16
Adult & Community Services	1,510.55	1,466.07	724.44	705.68	688.93	666.85	665.85	675.09
Children's Services	934.19	939.08	911.23	902.47	893.62	885.24	821.61	812.89
Chief Executive's Department	591.30	593.40	578.63	566.37	544.11	544.10	530.31	318.52
Environment & The Economy	796.01	800.19	774.17	769.06	784.87	775.63	786.10	987.29
Dorset Waste Partnership	358.45	340.01	340.64	358.09	361.09	366.09	353.19	367.77
Public Health	35.42	35.02	36.03	37.03	34.03	35.44	35.57	35.09
DCC (Non-Schools) (excl. DWP & PH)	3,832.05	3,798.75	2,988.47	2,943.58	2,911.53	2,871.82	2,803.87	2,793.79
DCC (Non-Schools) (incl. DWP & PH)	4,225.91	4,173.79	3,365.14	3,338.7	3,306.65	3,273.35	3,192.63	3,196.65

Management of Attendance 2016/17 – Quarter 3

APPENDIX TWO

Quarterly Directorate and Service Sickness Report – Target vs. Actual

The below figures have been taken from DES as at 20 January 2017 for the period 1 January 2016 to 31 December 2016

Directorate	Directorate Target 2016/17 (Pro Rata days lost per FTE)	Directorate Actual (Pro Rata days lost per FTE)	Increased/ decreased by	Pro Rata Days Lost per FTE (Long Term)	Pro Rata Days Lost per FTE (Short Term)	Service	Service Target 2016/17 (Pro Rata days lost per FTE)	Service Actual (Pro Rata days lost per FTE)	Pro Rata Days Lost per FTE (Long Term)	Pro Rata Days Lost per FTE (Short Term)	
Adult & Community Services	7.11	9.49	↑	0.55	5.03	4.46	Adult Care	7.75	11.84	6.53	5.32
							Business Development and Performance	7.11	6.39	2.82	3.58
							Commissioning - Adult Care and Carers	7.11	9.45	4.70	4.75
							Commissioning - LD, MH, Housing & Prevent	7.11	4.02	0.00	4.02
							Early Help & Community Services	5.50	5.93	2.62	3.31
							Safeguarding and Quality	7.11	10.98	7.72	3.26
Children's Services	6.75	9.97	↓	0.15	6.06	3.91	Care and Protection	7.50	13.25	8.78	4.47
							Design & Development	6.00	10.49	4.65	5.84
							Partnership & Prevention	6.50	6.98	3.95	3.03
Chief Executive's Department – Corporate Development (formerly Chief Executive's Office)	4.50	6.82	↑	0.85	3.92	2.90	Corporate Development	4.50	7.10	4.15	2.96
CED- Legal, Democratic, HR&OD, Transformation	5.00	4.93	N/A	N/A	0.97	3.96	Governance & Assurance Services	4.50	9.09	4.97	4.12
							Legal and Democratic Services	5.00	4.62	0.71	3.91
							Human Resources & Organisational Development	5.75	4.72	0.76	3.96
CED-Finance & Procurement	7.00	8.87	N/A	N/A	3.16	5.71	Financial Services	7.00	8.87	3.16	5.71
Environment & the Economy	7.65	8.03	↓	1.10	3.95	4.08	Business Improvement Team	4.50	2.89	0.00	2.89
							Crew & Compliance	10.00	13.62	8.69	4.93
							Economy (excluding C&C)	7.00	10.64	6.84	3.80
							Environment	7.00	5.87	2.57	3.30
							Highways	7.00	7.97	3.59	4.38
							ICT & Customer Services (excluding DD)	4.25	4.26	0.55	3.71
							Dorset Direct	10.00	10.01	2.93	7.08
Dorset Waste Partnership	9.74	15.69	↑	0.03	9.81	5.88					
Public Health	4.50	5.79	↑	1.91	1.51	4.29					
DCC Total (excl. DWP& PH)	6.87	8.79	↓	0.09	4.63	4.16					
DCC Total (incl. DWP& PH)	7.16	9.55	↑	0.02	5.19	4.36					

Note: Quarterly comparison is not possible with the CEX data this quarter due to the the recent reorganisation

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Staffing Committee

Dorset County Council



Date of Meeting	10 April 2017
Officer	Head of HR & OD
Subject of Report	Head Count and FTE and Non-Directly Employed Workforce – Quarter 3 2016/17
Executive Summary	<p>The Council has a flexible approach to ensuring it has people with the right skills, in the right place at the right time to deliver services effectively. Operational needs are delivered using a combination of directly employed staff, casual workers, agency staff and specialist workers.</p> <p>Agency workers or external advisors (consultants) are used when there are work peaks or capacity issues, where there is a short term funded need or to provide specific expertise or skills which are not available within the directly employed workforce.</p> <p>The Council has seen a continuing reduction in directly employed staff with a reduction of 1,446.72 FTE (excluding schools) since June 2010. It should be noted that this reduction includes 743.5 FTE transferred to Tricuro in July 2015.</p> <p>As requested by Staffing Committee Appendix 1 shows infographics which illustrate headcount (full time equivalents) and spend on agency and consultancy workers within different Directorates over the past year (using Quarter 3 2015/16 as a comparator)</p> <p>The Council's annual spend on direct employees in 2015/16 was £105M (including on costs such as national insurance). Agency staff costs over the last 12 months up to December 2016 have been £7.4 million which represents around 7% of these annual direct staffing costs and on consultancy £2.49M representing 2.4% of the total spend on direct employees.</p>

	<p>There has been a decrease in agency spend overall within the County Council since Quarter 2 (by £245K) and a decrease in spend on consultancy fees across the Council compared to Quarter 2 (by £156K).</p> <p>On agency staff, overall spend within the Council in Quarter 3 has been £1.85million The greatest area of spend was in Children’s Services (46% of spend), Dorset Waste Partnership ((28% of spend) and Adult and Community Services (17.5% of spend). Agency costs have been incurred to meet operational needs and to cover sickness and vacancies.</p> <p>On consultants, spend in Quarter 3 has been £413,000. The areas of greatest spend in this area are within the Directorate for the Economy and Environment (37% of spend) and the Children’s Services Directorate (27% of spend)</p> <p>In the Directorate for Environment and the Economy much of the spend on external advisors is funded by income, fees or grants and relates to specific skills bought in to support capital project delivery or to provide specialist expertise and advice. It should be noted that ICT has now moved to become part of the Directorate for Environment and the Economy along with the consultancy and agency costs to support ICT projects and workload peaks.</p> <p>In Children’s Services Consultancy costs have increased by £29K compared to the previous quarter. The Directorate currently has an Assistant Director vacancy. This post is currently being filled by a consultant. In addition, the Directorate has used a consultant as part of the change management programme. This continues to be very much on an ‘invest to save’ basis. The programme is aimed at improving practice whilst realising efficiencies.</p>
Impact Assessment:	<p>Equalities Impact Assessment: Not applicable.</p> <p>Use of Evidence:</p> <p>Staffing and financial data extracted from DES for the period 1 October 2016 to 31 December 2016.</p> <p>Agency spend information provided by Comensura.</p> <p>Budget: Not applicable.</p> <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>
	<p>Other Implications: None</p>
<p>Recommendation</p>	<ol style="list-style-type: none"> 1. It is recommended that the Staffing Committee consider the headcount and FTE figures and overview of agency and consultancy spend for the period 1 October 2016 to 31 December 2016. 2. Staffing Committee are asked to consider the infographic in Appendix 1 which summarises the key data.
<p>Reason for Recommendation</p>	<p>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 staff resources.</p>
<p>Appendices</p>	<ol style="list-style-type: none"> 1. Infographics showing numbers of Headcount (FTE) and costs of agency and consultancy workers within Directorates over the last 12 months (and trends compared with Quarter 3 2015/16) 2. Head Count and FTE Figures 1 October 2016 to 31 December 2016 3. Summary of Agency and Consultancy Spend by Directorate since Quarter 2, 2013/14 up to Quarter 3, 2016/17
<p>Background Papers</p>	<p>Not applicable.</p>
<p>Report Originator and Contact</p>	<p>Name: Sara Collinson, HR Business Partner Tel: 01305 221507 Email: s.collinson@dorsetcc.gov.uk</p>

1. Introduction and Background

1.1. The Council has a flexible approach to workforce resourcing and uses a combination of resourcing models to meet business needs.

1.2. Continuing reductions in the Council's directly employed workforce and a need to work differently and prepare for and implement change has an impact on the council's spend on agency and consultancy workers who may be engaged for a number of reasons including;

- To 'buy in' short term technical or specialist skills rather than directly employing staff with these skills. 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.
- 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 a part of a strategy to reduce staff redundancies and to limit the associated costs of redundancy.

1.3 Detailed Headcount and FTE figures are currently produced on a quarterly basis by Human Resources- Systems Team (See Appendix 2). Work is ongoing to look at the merits of reporting from the automated Manager Performance Dashboard to save future time and resources.

2. Analysis of the Trend Data for Headcount, FTE and Agency and Consultancy Spend

2.1 Appendix 1 shows directly employed staff numbers (FTE) across the Council and the costs of agency and consultancy workers from Quarter 3 2015/16 to Quarter 3 2016/17.

2.2 Appendix 2 shows the Headcount and full time equivalent figures of directly employed staff for Quarter 3 compared to Quarter 2 2016/17. This shows a reduction in directly employed headcount in all areas except for the Directorate for Environment and the Economy which has seen an increase in directly employed staff in the quarter mainly due to the transfer of the ICT function and its staff from the Chief Executive's Department. There has been a corresponding reduction in directly employed staff in the Chief Executives Department

2.3 Since 2010, the County Council's FTE (Full time equivalent) count has reduced by 1,446.72 FTE (excluding schools). It should be noted that this reduction includes 743.5 FTE transferred to Tricuro in July 2015.

2.4.1 Appendix 3 shows a decrease in agency costs across the Council compared to Quarter 2 (by £245K) and in most Directorates (DWP, Children's Services and Chief Executive's. Agency spend in Adult and Community Services remained level compared to Quarter 2 and spend in the Directorate for Environment and the Economy increased but these include costs related to ICT which moved to the Directorate during Quarter 3. Overall spend within the Council on agency staff in Quarter 3 was £1.845.3M. Agency spend in Children's Services was 46% of total spend, 28% was in Dorset Waste Partnership, 17.5% in Adult and Community

Services, 6.5% in Environment & The Economy, 1.5% in Public Health and 0.5% in Chief Executives Department. The Directorate commentary in paragraphs 3 to 8 shows that the majority of agency spend has been to cover vacancies or to buy in specific skills and to provide temporary resources to cover sickness.

- 2.5 Appendix 3 also shows a decrease in consultancy costs overall in Quarter 3 compared to Quarter 2 (£156K). Spend in Quarter 3 on consultants has been £413K. Spend has increased in Adult and Community Services and in Children's Services. The highest spending area on consultancy fees remains the Directorate for Environment and the Economy where spending is related to project delivery or specialist advice and on ICT projects. 37% of spend has been in the Directorate for Environment and the Economy, 27% of spend was in Children's Services, 24.5% in Chief Executive's, and 11% in Adult and Community Services. There has been zero spend in Quarter 3 by Dorset Waste Partnership and Public Health make up 0.5% of total spend.
- 2.6 The Council's annual spend on Staffing in 2015/16 was £105M (including on costs e.g. national insurance). Spending on agency from Quarter 3 over the past full year represents 7% of these annual staffing costs. The areas of greatest spend within the Council remain in Dorset Waste Partnership (DWP) and Children's Services. Agency costs in DWP are incurred to meet operational needs arising through vacancies and staff absence for leave and sickness. In Children's Services the commentary explains that agency workers are being used predominantly in Children's Social Work where there are a large number of vacancies and to cover staff absence. The commentary describes the work underway to respond to national recruitment difficulties in this area.

Headcount & FTE Figures, Agency and Consultancy Spend, Quarter 3 2016/17 Directorate Commentary

3. Public Health

- 3.1 Public Health is a merged service, hosted by the County Council on behalf of the three local authorities - Bournemouth, Poole and Dorset.
- 3.2 Quarter 3 shows a minor fluctuation in headcount. The increase in spend within public health on agency staff reflects the employment of an agency worker to lead on the development of public health data and intelligence using ring fenced resources for this purpose. Spend on consultancy work reflects the use of short term and temporary specialist skills and capacity where required to deliver agreed work plans and projects. This has reduced over the last 4 quarters and spend in Quarter 3 was £3K.

4. Adult and Community Services Directorate

- 4.1 There has been an increase in directly employed staff between Quarter 2 and Quarter 3 of 9.24 FTE due to recruitment into vacancies.
- 4.2 Agency spend has been £325K for the quarter which is the same as Quarter 2. Consultancy spend has increased by £25K since Quarter 2 with total spend for Quarter 3 being £45.6K.
- 4.2 There are currently 3 Executive Interim Professionals in Adult and Community Services:

- Interim Director for Adult and Community Services
- Continuing Healthcare Adviser - this post is operationally vital to deliver sufficient capacity around arrangements for funding for service users with health and social care needs
- Interim Executive for Strategic Commissioning – to lead strategic commissioning for Support at Home, Residential and Nursing Care Home services, TRICURO stabilisation (re-ablement), Prevention work (Community Service Development and POPPS) and oversight for the Better Care Fund

4.3 There were a total of 24 other agency assignments running during the period 1 October 2016 to 31 December 2016. 18 of these were to cover Social and Health care qualified vacancies in locality and hospital teams and 6 Business Support assignments to cover vacancies and workload peaks in financial assessment teams, the safeguarding and quality team and to support the ICMS project.

4.4 In terms of consultancy spend. In October the total spend was £6.2k, with the majority attached to Trading Standards and one item for Valuing Care (at £2.5k). In November the total spend increased to £21.5k. The majority of items were attached to Trading Standards, with the other high value items as follows:

- NEPRO – 2 payments totalling £13.5k
- Archives Banks project - £4k
- Valuing Care £1.7k

In December the spend was £17.5k and again, the majority of transactions related to Trading Standards bespoke services plus one transaction for £10k on consultancy services, for external evaluation, commissioned by the Health and Wellbeing Board from the Olympic Legacy funds for Sports and a total spend of £6.1k for Archives.

4.5 The use of agency and agency spend is regularly monitored and continues to be reported to the Adult and Community Directorate Management Team (DMT) on a monthly basis.

5. Chief Executive's Department

5.1 Overall, directly employed staff in the Directorate has decreased by 225 FTE between Quarter 2 and Quarter 3. However approximately 204FTE transferred to the Directorate for Environment and the Economy. Agency spend has been £8.3K for the quarter mainly to cover vacancies and peaks in workload. This is down by £59K on Quarter 2. Consultancy spend has reduced by £58K over the same period and is £101.7K for Quarter 3 with the majority of spend to support transformation work.

6. Directorate for Environment and the Economy

6.1 Overall, directly employed staff in the Directorate has increased by 201FTE between Quarter 2 and Quarter 3. Most of this increase relates to the transfer of ICT staff and the recruitment of apprentices (many funded by capital). Agency spend has been £118K for the quarter, an increase of £11.3K since Quarter 2 and Consultancy spend has reduced by £40K over the same period and is £152K for Quarter 3.

6.2 Agency costs have been incurred to support the Dorset Travel project and the introduction of the Trapeze information management system. Agency staff have also been sourced to support work in the buildings, construction and network management service areas to support capacity on capital funded projects and in Architecture and Service Engineering where there are hard to fill vacancies. There

has been some success in recruiting to Architectural posts but the recruitment market for Service Engineers remains challenging. Further agency costs have been incurred to provide structural engineering capacity and to cover vacancies in Arboriculture and Grounds Management. In ICT (an area transferred to the Directorate in this quarter) use of agency staff has been to support the customer Access Centre in times of peak demand and around the continued roll out of the DWP Garden Waste Scheme.

- 6.3 Consultants have been used in the Directorate for a range of work requiring specialist skills and knowledge for short term or one off pieces of work. Examples include transport planning, biodiversity, conservation, health management and rail connectivity projects and support to the Local Enterprise Partnership. In relation to ICT some specialist skills have been brought in to support the integrated case work project which will support ICT case management systems in children' and adults social care.

7. Children's Services

- 7.1 The FTE figures for Quarter 3 have reduced slightly since Quarter 2 by 8.92FTE. This is due to a few vacancies that have arisen where positions have not been filled.

- 7.2 In the last quarter there has been a decrease in agency spend of £90.9K to £847.6K.

- 7.3 The most recent data shows that there were 57 agency workers engaged by the Children's Field Social Worker team. 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 on-going challenges with recruiting social workers. Children's Services is continuing to use the dedicated recruitment site for Social Workers for Adults and Children's Services which was set up earlier in the financial year. In addition to this, Children's Services are continuing to participate in the Department for Education's Step Up to Social Work campaign which fast tracks the development of qualified social workers. Work is continuing on the development of a Pan-Dorset Health & Social Work and Health Care Academy with Bournemouth & Poole to help develop further social workers. Children's Services has also had a presence at key events to promote working and living in Dorset such as the Community Care Roadshow. Children's Services have also successfully secured a major bid from the Department for Education called Reinvigorating Social Work. It is anticipated that this will help in improving retention of social workers Agency staff 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 senior managers.

- 7.4 The use of agency staff and agency spend is regularly monitored by the Children's Services Leadership Team.

- 7.5 Consultancy costs have increased by £29.3K in the previous quarter for Children's Services to £110.7K for quarter 3.

- 7.6 The Directorate currently has an Assistant Director vacancy. This post is being filled by a consultant and accounts for some of the consultancy costs. In addition, the directorate has used a consultant as part of the change management programme. This continues to be very much on an 'invest to save' basis. The programme is aimed at improving practice whilst realising efficiencies; to achieve this it is necessary to get an external view and the consultants continue to have a role in helping to drive the programme forward. This includes adopting an outcomes based approach focussing

on the best outcomes for children and young people which is now being rolled out across the directorate and the council as a whole.

8. Dorset Waste Partnership

- 8.1 Dorset Waste Partnership has seen an increase in directly employed staff of 14.58 FTE between Quarter 2 and Quarter 3
- 8.2. Over the same period there has been a reduction in agency spend by £104.2K to £520K. There has been a reduction in consultancy spend from £4.8K in Quarter 2 to zero.
- 8.3 The reduction in agency spend and the increase in headcount are directly linked. Effectively as the Recycle 4 Dorset service rounds had been rolled out and rounds in East Dorset and Christchurch re-organised, the Partnership were able to confidently fill a number of operational vacancies. These posts were deliberately left vacant during the roll out and route optimisation projects where the number of rounds (and crews required) was reduced. In addition an additional frontline Driver and Loader has been recruited to cover a new full-time Commercial & Garden Waste crew based at Purbeck following the growing customer base in that area. DWP are now close to fully filling most vacancies with permanent staff rather than using agency. Agency staff are still required on a regular basis to cover sickness and general turnover vacancy levels. Consultancy spend has reduced to zero. Earlier in the year some minor work was commissioned for one off projects.

Sheralyn Huntingford
Head of HR&OD

March 2017

Q3 Oct-Dec 2016

DCC Staffing SNAPSHOT



Spent on direct employees, agency staff and consultancy over the last year

- ... **£105.0M**
Spent on direct employees*
- **£7.37M**
Spent on Agency Staff
- **£2.49M**
Spent on Consultancy



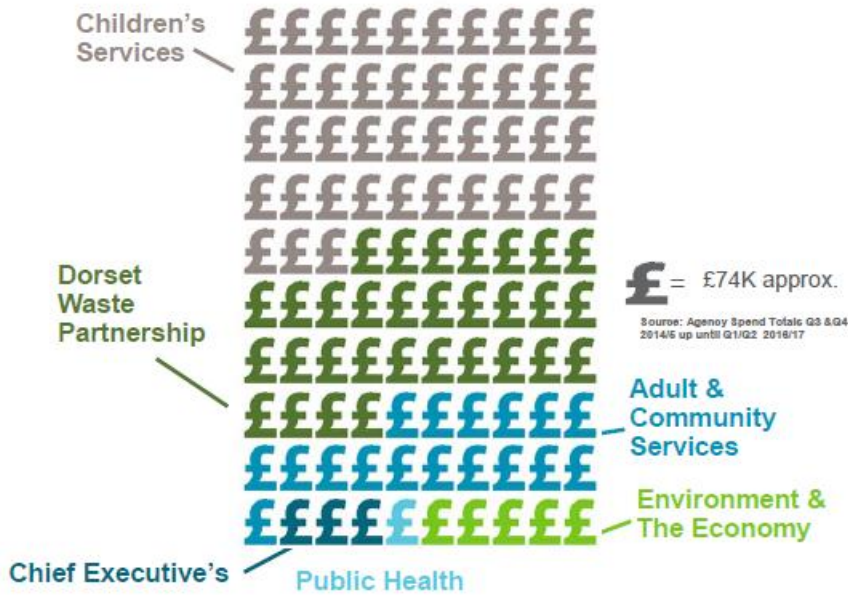
Source: 2016/18 for direct employees Agency and Consultancy Q3 & Q4 2016 and Q1 & Q2 2018.
* 2016/18 pay bill figure



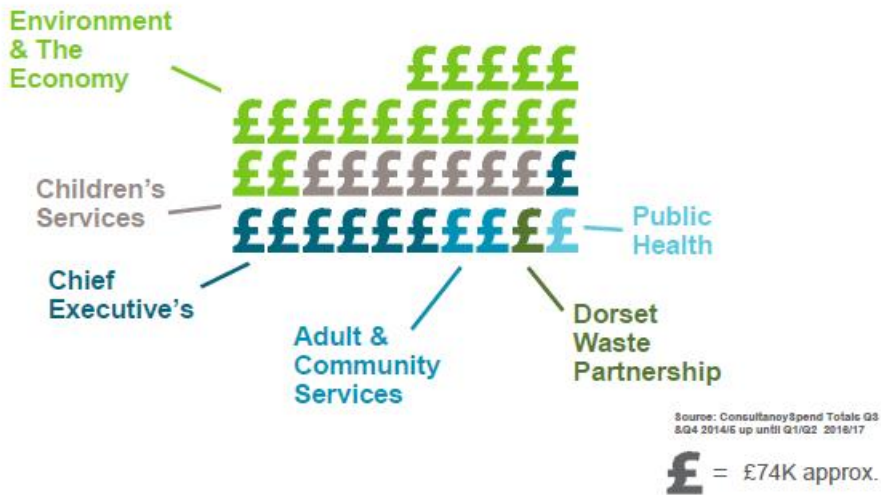
Directly Employed Staff by directorate (FTE's)
3,196 total staff

Source: Headcount Q2 2016/17 by directorate.

Current **AGENCY** spend
over the last year—by directorate
£7.4 Million



Current **CONSULTANCY** spend
over the last year—by directorate
£2.5 Million



DCC - Monthly Figures Headcount & FTE - Q3 2016/17

Figures exclude elected members, casual workers, contractors, agency and freelance workers.

Directorate	Service	30 Sep 2016		31 Oct 2016		30 Nov 2016		31 Dec 2016	
		Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Adult & Community Services	Adult & Community Services Director and PA	1	1.00	1	1.00	1	1.00	1	1.00
	Adult Care	439	368.15	432	362.49	446	373.57	447	374.79
	Early Help & Community Services	414	218.74	407	216.32	411	220.08	409	217.91
	Partnerships and Performance	0	0.00	0	0.00	0	0.00	0	0.00
	Business Development and Performance	39	30.09	43	34.09	42	33.09	43	34.09
	Care Act Programme	5	5.00	0	0.00	0	0.00	0	0.00
	Commissioning - Adult Care and Carers	9	9.00	8	8.00	9	9.00	10	10.00
	Commissioning - LD, MH, Housing & Prevention	6	5.43	6	5.43	7	6.43	7	6.43
Safeguarding and Quality	34	28.44	35	30.87	35	30.87	35	30.87	
Adult & Community Services Total		947	665.85	932	658.20	951	674.04	952	675.09
Children's Services	Children's Services Director and PA	1	1.00	1	1.00	1	1.00	1	1.00
	Learning and Inclusion	0	0.00	0	0.00	0	0.00	0	0.00
	Strategy, Partnerships & Performance	0	0.00	0	0.00	0	0.00	0	0.00
	Family Support	0	0.00	0	0.00	0	0.00	0	0.00
	Care and Protection	491	343.82	483	341.01	480	339.82	471	333.60
	Design & Development	209	155.04	131	104.75	99	85.08	100	85.58
	Partnerships & Prevention	414	321.75	496	373.44	524	391.38	524	392.09
	South West ADCS Project	0	0.00	0	0.00	1	0.62	1	0.62
Children's Services Total		1,115	821.61	1,111	820.20	1,105	817.90	1,097	812.89
Chief Executive's Department	Chief Executive, Assistant Chief Executive and PAs	3	2.76	3	2.76	3	2.76	3	2.76
	Business Development	0	0.00	0	0.00	0	0.00	0	0.00
	Emergency Planning	4	4.00	0	0.00	0	0.00	0	0.00
	ICT and Customer Services	221	204.66	0	0.00	0	0.00	0	0.00
Chief Executive's Department Total		228	211.42	3	2.76	3	2.76	3	2.76
CED-Finance & Procurement	Financial Services	114	98.83	125	111.16	125	111.46	126	112.46
	CED-Finance & Procurement Total		114	98.83	125	111.16	125	111.46	126
CED-Legal, Democratic, HR&OD, Transformation	Corporate Development	79	69.97	54	46.85	56	48.85	56	48.33
	Governance & Assurance Services	0	0.00	9	8.45	9	8.45	9	8.45
	Human Resources & Organisational Development	131	109.35	129	106.82	128	105.79	128	106.38
	Legal & Democratic Services	45	40.74	45	40.39	45	40.14	45	40.14
CED-Legal, Democratic, HR&OD, Transformation Total		255	220.06	237	202.51	238	203.23	238	203.30
Environment & the Economy	Environment & the Economy Services Director and PA	2	2.00	2	2.00	2	2.00	2	2.00
	Business Change	5	4.09	5	4.09	5	4.09	5	4.09
	Economy	488	290.71	482	289.37	487	292.73	475	287.99
	Environment	230	211.33	232	213.65	231	213.21	231	213.73
	Dorset Highways	284	277.97	285	278.97	287	279.97	284	277.18
	ICT and Customer Services	0	0.00	229	213.54	215	200.49	217	202.30
Environment & the Economy Total		1,009	786.10	1,235	1001.62	1,227	992.49	1,214	987.29
DCC TOTAL (Excluding Dorset Waste Partnership & Public Health)		3,668	2803.87	3,643	2796.45	3,649	2801.88	3,630	2793.79
Dorset Waste Partnership*		360	353.19	371	364.38	374	367.38	374	367.77
Public Health*		40	35.57	40	35.57	40	35.09	40	35.09
DCC TOTAL (Including Dorset Waste Partnership & Public Health)		4,068	3,192.63	4,054	3,196.40	4,063	3,204.35	4,044	3,196.65
*Support capacity for the Dorset Waste Partnership & Public Health in areas such as HR/Payroll appears on the main service establishments.									
**Due to the number of restructurings and reorganisations since 2010, figures for June 2010 are shown at a Directorate-level only									
Further information regarding changes to headcount and FTE figures can be found in the 'Commentary' worksheet.									
Schools - Teaching		2,191	1,869.04	2,201	1,875.50	2,206	1,877.13	2,201	1,874.45
Schools - Support		4,254	1,825.45	4,319	1,851.59	4,363	1,871.45	4,344	1,865.38
SCHOOLS TOTAL		6,445	3,694.49	6,520	3,727.09	6,569	3,748.58	6,545	3,739.83
DCC & SCHOOLS TOTAL		10,513	6,887.12	10,574	6,923.49	10,632	6,952.93	10,589	6,936.48

Appendix 3

Directorate	Consultancy											Agency										
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
	2014/15	2014/15	2014-15	2014-15	2015-16	2015-16	2015-16	2015-16	2016-17	2016-17	2016-17	2014-15	2014-15	2014-15	2014-15	2015-16	2015-16	2015-16	2015-16	2016-17	2016-17	2016-17
	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k
Adult & Community	11.7	99.1	89.3	147.1	150.4	208.2	91.2	98.4	0.6	20.2	45.6	185.50	268.9	289.5	367.9	273.8	226.1	189.8	309.2	264.2	325.9	325.00
Chief Executives & Cabinet Including Corporate Resources	57.6	67.4	132.7	125.1	11.9	96.6	241.3	53.6	73.8	261.5	101.7	21.80	15.5	28.5	32.4	15.5	26.7	63.6	95.3	40.2	67.7	8.30
Childrens Services - non schools budget	68	94.8	106.1	162.8	89.2	54.6	100.5	192.1	93.6	81.4	110.7	56.30	279.4	344.6	592.8	522.5	713.2	597.1	794.2	644.2	938.5	847.60
Environment	61.3	309.6	108.4	142.0	57.1	239.3	142.1	612.3	279.5	192.3	152.2	144.60	170.9	170.4	157.2	106.2	143.0	86.2	57.7	89.4	106.6	117.90
Sub total	198.6	570.9	436.5	577.0	308.6	598.7	575.1	956.4	447.5	555.4	410.2	408.20	734.7	833.0	1,150.3	918.0	1,109.0	936.6	1,256.5	1,038.0	1,438.7	1,298.8
Dorset Waste Partnership	41.6	34.5	39.4	83.1	67.0	17.6	52.5	55.3	8.5	4.8	0.0	631.30	814.2	646.7	568.8	582.4	752.4	481.5	574.5	563.6	624.5	520.30
Public Health	0	58.8	40.9	26.4	2.3	31.7	14.4	12.1	29.4	9.0	3.0	0.00	0.0	0.0	0.0	5.8	0.0	0.0	1.8	1.0	27.6	26.20
Total	240.2	664.2	516.8	686.5	377.9	648.0	642.0	1,023.8	485.4	569.2	413.2	1039.50	1,548.9	1,479.7	1,719.1	1,506.2	1,861.4	1,418.1	1,832.7	1,602.6	2,090.8	1,845.3

Staffing Committee

Dorset County Council



Date of Meeting	10 April 2017
Officer	Head of Human Resources & Organisational Development
Subject of Report	Equality & Diversity Policy
Executive Summary	The diversity policy has been reviewed to ensure that it reflects the council's commitment to equality and diversity in a modern workplace. The policy has not been reviewed since its implementation in 2009, aside from minor revisions previously required to reflect the introduction of Equality Act 2010.
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>Due to the nature of the policy, an EqIA is not required. The Diversity Working Groups have had the opportunity to comment on the policy itself.</p>
	<p>Use of Evidence:</p> <p>Feedback has been gained from those involved in equality and diversity matters including the council's Corporate Policy & Performance Officer (Equalities), the Diversity Working Groups, the Staff Support Groups and from trade union colleagues.</p>
	<p>Budget:</p> <p>There are no financial implications arising from the proposal.</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</p>

Equality and Diversity Policy

	Residual Risk LOW
	Other Implications: None.
Recommendation	It is recommend that the Staffing Committee approve the revised policy to take effect from 1 May 2017.
Reason for Recommendation	The Staffing Committee oversee matters relating to staff terms and conditions and people management policies.
Appendices	Appendix – Revised Equality and Diversity Policy
Background Papers	None
Officer Contact	Name: Sarah Butcher, Principal HR & OD Adviser Tel: 01305 228505 Email: s.e.butcher@dorsetcc.gov.uk

1. Introduction

- 1.1. This report summarises the rationale for revising the existing diversity policy. A proposed new policy is provided in the appendix.
- 1.2. The current policy has been in place since 2009. The proposed changes describe the council's current approach, bringing together everything that the council does as an employer to promote equality and diversity. Modern language and terms are used to bring the policy up to date.
- 1.3. The revised policy includes a general policy statement, in section 2. The existing policy statement is repeated in all of the council's HR&OD and people management policies. The revised statement aims to emphasise the benefits of a diverse working environment and to recognise groups beyond those with characteristics that are protected in law. This broadens the existing statement, which is as follows:

“The County Council is committed to diversity and equality of opportunity so that no employee will be subject to unlawful or unfair discrimination on the grounds of gender, age, marital or civil partnership status, colour, race, nationality or other ethnic or national origin, religion or belief, disability, sexual orientation, gender reassignment, pregnancy or maternity, criminal background, membership or non-membership of a trade union or political beliefs.”
- 1.4. The revised policy promotes and clarifies:
 - the various commitments of the council in its role as employer in promoting equality and diversity
 - what the council does to recruit and develop a diverse workforce
 - the tools, support and guidance that is available to managers and staff (including Equality Impact Assessments and the Staff Support Groups)
 - the responsibility of all employees to act within the spirit of the policy
 - how our suite of HR&OD and people management policies and procedures support equality and diversity in the workplace at the various stages of employment
- 1.5. The revised policy has been developed in consultation with those involved in equality and diversity matters including the Diversity Working Groups, the Staff Support Groups and the trade unions.

2. Next Steps

- 2.1 In order that the new policy is appropriately promoted, there will be communications to all staff, including via the all staff e-newsletter and a front page news item on Sharepoint. Managers will be expected to ensure that all staff are aware of the revised policy.
- 2.2 The new diversity policy statement will be updated across all relevant policies.

Sheralyn Huntingford
Head of Human Resources and Organisational Development

April 2017

Equality and Diversity Policy

1. Introduction

- 1.1. The council is committed to promoting equality of opportunity, valuing diversity and eliminating discrimination. We aim to do this by the way we deliver our services, employ people and in our role as community leaders. How we will do this, and how we comply with the Public Sector Equality Duties, is set out in the [Dorset joint equality scheme](#).
- 1.2. As an employer, the council aims to ensure that these commitments, reinforced by our [behaviours](#), are embedded in our day to day working practices with all our colleagues, service users and partners.

2. Policy statement

- 2.1. Every employee is entitled to a working environment that promotes dignity and respect to all. The council will not tolerate discrimination, victimisation, bullying or harassment because of gender, gender identity, age, marital or civil partnership status, colour, race, nationality or other ethnic or national origin, religion or belief, disability, caring responsibilities, working pattern, sexual orientation, pregnancy or maternity, criminal background, trade union activity or political beliefs – or on any other grounds. The council will provide equality of opportunity for all employees and potential employees and will seek to create an environment in which individual differences and the contributions of all employees are recognised and valued.

3. Scope

- 3.1. This policy applies to all council employees excluding schools based employees.
- 3.2. The council aims to ensure that its commitment to equality and diversity is reflected and valued by those who are working on behalf of the council, including agency workers and contractors. The council will take all appropriate steps to ensure compliance with the expected behaviours and non-compliance will be taken seriously by the council.
- 3.3. All employees have a responsibility to act within the spirit of this policy. Employees at all levels must ensure that there is no discrimination in any of their decisions or behaviours.
- 3.4. Threatening or abusive behaviour by service users will be dealt with through the [violence at work policy](#).
- 3.5. This policy has been developed in consultation with the recognised trade unions.

4. Definitions

- 4.1. Equality can be described as breaking down barriers, eliminating discrimination and ensuring equal opportunity and access for all groups.
- 4.2. Diversity can be described as celebrating differences and valuing everyone. Each person is an individual with visible and non-visible differences and by respecting this everyone can feel valued for their contributions, which is beneficial not only for them but also for the council.

5. Key principles

5.1. The council aims to promote an environment free from discrimination, victimisation, bullying and harassment, where all our employees are treated fairly and with respect. The council aims to remove barriers to employment or to employees reaching their full potential. We will do this by:

- ensuring that equality and diversity is an integral part of the council's [induction](#) for all new employees
- requiring all managers to undertake [equality and diversity training](#) so that they are able to operate in the spirit of this policy
- treating seriously any employee [grievance](#) concerning discrimination, victimisation, bullying or harassment
- dealing with acts of discrimination, victimisation, bullying or harassment by an employee against another employee or a member of the public under the [disciplinary policy and procedure](#). This includes comments made on social media, as outlined in the [social networking policy](#).

5.2. The council aims to recruit and develop a workforce which reflects the diverse communities in which we live and work. We will do this by:

- encouraging recruitment from groups currently under-represented
- determining the criteria for [recruitment selection](#) and promotion on the basis of objective, job related criteria
- providing ex-offenders with equal employment opportunities in accordance with the [policy on the employment of ex-offenders](#)
- making [reasonable adjustments](#) to support potential employees in the recruitment and selection process
- guaranteeing to offer an interview to all disabled applicants who fulfil the essential criteria for a post
- providing all employees with equal access to [learning and development opportunities](#)
- recognising and valuing the difference and individual contribution that people make

5.3. The council aims to provide a range of appropriate support and guidance to employees during their time with us. We will do this by:

- working with, and supporting the work of, our [staff support groups](#)
- promoting access to various sources of support including [employee wellbeing](#) and the [staff counselling service](#)
- making [reasonable adjustments](#) for disabled employees and those that become disabled
- through our approach to [flexible working](#), helping all our employees fulfil their potential at work whilst finding the right work/life balance, irrespective of whether they have caring responsibilities
- providing appropriate support to employees who are transitioning at work
- seeking to ensure that managers with responsibility for selecting employees for [redeployment](#) or [redundancy](#) do not discriminate unfairly in the process of selection
- incorporating legislative requirements, including those contained within the Equality Act 2010, and best practice to all our employment policies and procedures, terms and conditions of employment, pay and benefits and supporting these with appropriate guidance.

6. Monitoring our progress

- 6.1. The council seeks diversity data from employees and potential employees and will work to understand barriers that stop individuals from declaring this data. We will encourage all employees to provide this information so that we can provide better support to them and their managers. Information collected for monitoring purposes is treated as confidential and it will not be used for any other purpose. The council publishes anonymised workforce profile data on the [Dorset for You website](#).
- 6.2. The Inequalities Group and the People and Wellbeing Group meets to discuss equality and diversity progress across the council.
- 6.3. [Equality Impact Assessments](#) will be carried out to identify any potential adverse impacts across our employment policies and practises and these will be monitored by directorate diversity working groups.
- 6.4. The council will work with external organisations to better understand how we can support our employees. The council:
- has signed the [Mindful Employer Charter](#) for employers who are positive about mental health. The initiative is aimed at increasing awareness of mental health at work and assisting employers in supporting mental wellbeing at work
 - participates in the [Stonewall](#) Workplace Equality Index. Stonewall aim to support organisations to offer inclusive, equal and inspiring environments for lesbian, gay, bi and trans people, whilst also understanding the benefits that lesbian, gay, bi and trans people can bring to an organisation
 - is a [Disability Confident](#) employer. The council aims to recruit and retain disabled people and people with health conditions based on their skills and talent.

Staffing Committee

Dorset County Council



Date of Meeting	10 April 2017
Officer	Head of Human Resources and 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.</p> <p>This report considers costs for redundancy dismissals effective from 1 January to 31 March 2017.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>No separate EqIA is required for this report although each restructuring exercise is itself 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 2017.</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>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>
<p>Recommendation</p>	<p>It is recommend that the Staffing Committee:</p> <ol style="list-style-type: none"> 1. Consider the costs reported in respect of redundancies.
<p>Reason for Recommendation</p>	<p>To ensure the effective management and appropriate scrutiny of redundancy costs within the organisation.</p>
<p>Appendices</p>	<p>None</p>
<p>Background Papers</p>	<p>None</p>
<p>Officer Contact</p>	<p>Name: Sarah Butcher, Principal HR & OD Adviser Tel: 01305 228505 Email: s.e.butcher@dorsetcc.gov.uk</p>

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. The Group Finance Manager is involved in each business case and must be content to sign off the proposed costs on behalf of the Chief Financial Officer.

2. Costs/Savings for January to March 2017

2.1. The table below shows the costs associated with redundancy dismissals effective during the final quarter of the financial year, from 1 January to 31 March 2017.

Month	Total Number of Redundancies		Number including a capitalised pension cost	Total Costs	Total Annual Savings	Average Payback Period (months)
January	Chief Executives Department	1	0	£29,224	£66,327	6
February		0				
March	Chief Executives Department	2	1	£36,386	£56,830	8
	Environment & Economy	3	2	£101,610	£68,724	18
Totals:		6	3	£167,220	£191,881	11

2.2. It is expected that costs should be recoverable within a maximum period of two years unless there are exceptional circumstances. There are no cases to report with a payback period of over 2 years.

2.3. During the period, there are no exceptional high value (e.g. £100,000 or more) redundancy packages to report.

3. Costs/Savings for the Financial Year to Date

3.1. The table below shows the total cumulative costs associated with redundancy dismissals for the financial year, from 1 April 2016 to 31 March 2017.

Number of Redundancies	Number including a capitalised pension cost	Total Costs	Total Annual Savings	Average Payback Period (months)
218	27	£1,534,528	£2,201,984	9

4. Future Considerations

- 4.1. The redundancy multiplier will be reduced from 1.75 to 1.5 with effect from 1 April 2017, as agreed by the Staffing Committee in January 2017. The Staffing Committee will consider further proposals to reduce the impact on low paid staff, as part of the review to modernise employment policies and practices.
- 4.2. Whilst the power to make regulations to restrict public sector exit payment to £95,000 has now been effectively ‘switched on’ by a Commencement Order contained in The Enterprise Act 2016 (Commencement No. 2) Regulations 2017, this does not bring into force the legislation actually required to operate the cap. No further update is currently available in relation to the government’s intentions to implement other reforms relating to public sector exit payments.
- 4.3. Financial Services have undertaken a review of the approach to funding redundancies and have now set out some broad principles for when redundancy can be supported from the contingency budget. Guidance for managers will be updated.

Sheralyn Huntingford
Head of Human Resources and Organisational Development

April 2017

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