

Agenda

Dorset County Council



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

Peter Wharf (Chairman)
Ray Bryan
Janet Dover

Hilary Cox (Vice-Chairman)
Andy Canning
Steven Lugg

Rebecca Knox
Andrew Cattaway

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 April 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:
Thursday, 29 March 2018

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	3 - 8
To confirm and sign the minutes of the meeting held on 29 January 2018.	
4. Public Participation	
(a) Public Speaking	
(b) Petitions	
5. LGR Update	
To receive an oral update from the Leader of the County Council and the Acting Specialist Services Lead.	
6. Headcount and FTE Figures and Non-Directly Employed Contract Workforce - Quarter 3 2017/18	9 - 20
To consider a report by the Head of Organisational Development.	
7. Management of Attendance - Quarter 3 2017/18	21 - 30
To consider a report by the Head of Organisational Development.	
8. Redundancy Costs - Quarterly Report	31 - 34
To consider a report by the Head of Organisational Development.	
9. Relocation Expenses	35 - 50
To consider a report by the Head of Organisational Development.	
10. Questions from County Councillors	
To answer any questions received in writing by the Chief Executive by not later than 10.00am on Wednesday 4 April 2018.	



Staffing Committee

Minutes of the meeting held at County Hall, Colliton Park,
Dorchester, DT1 1XJ on Monday, 29 January 2018

Present:

Peter Wharf (Chairman)
Hilary Cox, Ray Bryan, Rebecca Knox and Steven Lugg

Officers Attending: Debbie Ward (Chief Executive), Natalie Adam (HR & OD Service Manager), Sara Collinson (HR & OD Business Partner), Paul Downton (Health, Safety & Wellbeing Manager), Kirsty Hillier (Senior Communications Officer (internal)), Nick Jarman (Interim Director for Children's Services), Jim McManus (Chief Accountant), Tracy Scott (Principal HR & OD Advisor) 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, 9 April 2018**.

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

Apologies for Absence

1 Apologies for absence were received from Cllrs Andrew Cattaway and Janet Dover.

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 27 November 2017 were confirmed and signed.

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.

LGR Update

5 The Leader of the Council updated members on the current situation with Local Government Reorganisation (LGR) and highlighted the recent decision of the Joint Committee who voted for a Shadow Authority. This would have resource issues for this organisation in that all 11k staff (including schools where the County Council was the employer) would TUPE across to the new Authority. This may have an impact on the estimated savings for next year. It was reported that the name of the new Authority would be 'Dorset Council'.

The Chairman of the Committee highlighted that whilst the Chief Executive was responsible for sending out detailed communications to all staff in this regard, he was

responsible for communication with all elected members. He stressed the importance of being consistent and constructive when speaking with both staff and members. The Chief Executive and the Chairman agreed to work closely together to achieve the consistency required.

Following a question about when the LGR decision may be announced, the Leader of the Council advised she expected to hear before Parliament went on recess on 8 February 2018. There was a concern from members that the Authority risked losing some very good staff because of the continued delay with the announcement.

The HR & OD Service Manager updated members on the focus of the workstream for LGR from an HR perspective. She highlighted the tight timescales and areas of work including; the development of the Staffing Order, support to appoint a Chief Executive and Statutory Officers, disaggregation, the TUPE transfer process and employee and TU consultation.

The Vice-Chairman felt that more Staffing Committee meetings may need to be scheduled in order to make any staffing decisions on behalf of the Council and highlighted the close communication between the workstream and members of the committee.

In respect of appointments, the Section 151 Officer and the Monitoring Officer would need to be in place at an early stage and Leaders were in the process of securing independent advice in order to take this forward.

Following a question from a member about whether the appointment of a Chief Executive for the Shadow Authority would be on the 'open market', the Leader advised that this would be something for the Dorset Area Joint Committee to establish.

The HR & OD Service Manager made reference to the Staff Consultative Panel, whilst not a decision making body, was a good arena for members to discuss LGR. The Chairman asked that these meetings in future should be scheduled prior to Staffing Committee meetings.

Noted

Head Count and FTE and Non-Directly Employed Workforce - Quarter 2 2017/18

6 The Committee considered a report by the Head of Organisational Development which highlighted the Council's flexible approach to ensuring it had people with the right skills and that operational needs were delivered using an appropriate combination of directly employed staff, casual workers, agency staff and specialist workers.

It was noted that the Council had seen a small reduction in directly employed staff overall between October 2016 and September 2017 (10 FTE). Agency workers or consultants were used to cover workload peaks and short-term capacity needs or where specific expertise was not readily available within the directly employed workforce.

The Chief Accountant highlighted to members the agency and consultancy figures, in relation to Children's Services, and how these fitted into the overall budget. It was noted that business managers were not allowed to change their budgets without agreement but changes were sometimes approved as a result of new grants and/or responsibilities that came forward.

Following a question from the Chairman about why Children's Services had a substantial underspend on permanent staff whilst the large overspend was caused by

agency staff, the Interim Director for Children's Services explained that there were some areas of his service that were statutory. In respect of children in care they were managing risk carefully but were having to pay for expensive placements out of county in some instances. He noted that 30 agency workers last year were expensive and that it was important to ensure that the County Council was more attractive to employees in the market and there were already signs of some success in this regard. There were currently about 18 new social workers in post but he had imposed a freeze on all recruitment apart from social worker recruitment and that this would remain in place until the budget situation started to improve.

Following a question about becoming an employer of choice and reducing dependency on agency staff, the Interim Director for Children's Services advised it was as much about the offer as the money along with ensuring that caseloads were more manageable. It would be important to make people feel safe and in a position to manage risk safely. He also highlighted the importance of ensuring there was affordable accommodation for people moving into the area and the People and Communities Overview and Scrutiny Committee had been tasked with looking at this.

The HR & OD Business Partner highlighted to members that the overall trend of agency and consultancy spend was down and was being monitored carefully. In response to a question about whether departments were targeted with a percentage reduction in agency staff, the HR & OD Business Partner responded that in areas such as the Dorset Waste Partnership, agency staff was part of the resourcing model, whilst in other areas it sometimes made sense to bring in short term agency staff.

Further work would continue with Directorate Management Teams to provide financial and workforce information which enabled ongoing monitoring of workforce resourcing to meet operational and service development requirements within the available financial resources.

Noted

Performance Development Reviews (PDR): Completion Rates and Survey Results of the Quality of PDR Discussions

7 Members considered a report by the Head of Organisational Development which highlighted the strong evidence to show that PDRs were both consistently carried out and effectively used. The mid- year review completion rate had increased from 65% in 2014 to 83%.

One member noted that whilst it appeared to be going in the right direction, in some areas of the business completion rates were around 75% which meant that in these areas there were still 1 in 4 people not having a mid-year PDR and felt this still required improvement.

The Chairman highlighted the importance in the current climate to monitor and motivate staff and explained how he was in the process of attending staff meetings as a way of explaining his portfolio new role to staff and he undertook to use this opportunity to highlight the value of mid-year PDR's.

The Committee requested that managers were thanked for their efforts to improve completion rates but were encouraged to get PDRs completed for all eligible staff.

Noted

Lone Working Policy Review

8 Members considered a report by the Head of Organisational Development which summarised the key changes and anticipated improvements to the Lone Working Policy.

The Health, Safety and Well-being Manager advised that the Trade Unions had been very supportive of the policy and had been involved throughout the process.

In response to a question about where the risk came from, the manager gave examples including the role of civil enforcement officers and those staff supporting service users and childcare social worker teams. Personal safety training was offered to those staff that managers felt were at risk. In respect of bodycams, these were available but in some areas staff felt it could heighten the risk if they were worn. In particular high risk areas, officers tended to 'buddy up' to maintain contact with their managers. One member suggested that CCTV in libraries could be useful.

The Chairman suggested that if a member of staff felt they were working in isolation then this policy would apply and that more communication with staff on this could be helpful.

The Vice-Chairman felt it was a question of managing risk and needed to be part of management training.

It was noted that 1000 incidents were reported last year and that reports with further information were presented to the Staff Consultative Panel on a quarterly basis.

Resolved

That the revised Lone Working Policy and Guidance be approved.

Reason for Decision

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

Pay Policy Statement 2018/19

9 The Committee considered a report from the Chief Executive which included the proposed Pay Policy Statement for 2018/19, as required by the Localism Act 2011.

The report showed the pay for highest paid Chief Officers and the pay for the lowest paid officers and the relationship between them. The pay multiples were very similar to last year and the slight difference was as a result of the different structures that were now in place. Attention was drawn to the updated schedule of Chief Officers remuneration at Appendix 1 of the Chief Executive's report. As a result of the current interim management arrangements in Adult and Community Services. The Chief Executive explained that the aim was to properly represent the money that was being spent in specific areas.

Following a comment from a member about whether the pay grades were performance related, the HR & OD Service Manager highlighted that roles were Job Evaluated and advised that processes were in place to address any performance issues.

Members felt it would be helpful for future reports to include comparisons of pay multiples from other authorities.

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.

- 10 The Committee considered a report which provided a short overview of the requirement together with the proposed Gender Pay Gap Report for 2017. The report had a positive message throughout and looked at the average earnings between men and women expressed as a percentage.

The Chairman commented that the report was well presented and compared very favourably with other authorities. The Committee wished to pass on their thanks to colleagues in HR who had produced the report both in respect of content and style.

Members' attention was drawn to the section on the proportion of men and women who received bonuses and advised that very few staff received a bonus and those who did had TUPE protected terms and conditions.

Resolved

That the Gender Pay Gap Report for 31 March 2017 be approved.

Reason for Decision

To ensure that the council was compliant in respect of the gender pay gap reporting duty.

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 minute 13 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 1 and 2 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.

Senior Management Roles and Responsibilities - Interim Arrangements - Review and Proposals

- 13 The Committee considered an exempt report by the Chief Executive which set out the progress that had been made to resolve matters and reviewed the arrangements made for the separation of the Director for Adult Social Services (DASS) and the Director for Children's Services.

The Chairman made reference to Article 12, as mentioned in recommendation 4, which the Audit and Governance Committee supported at its meeting on 19 January 2018. The HR & OD Service Manager explained that this referred to key officers and their functions within the organisation and it was recognised that this would need updating following agreement of the recommendations.

Following a comment from a member about the 6 month extension to the contract for the Interim Director for Children's Services, the Chief Executive advised that this was because they were still awaiting a final decision from the Secretary of State on LGR. If the decision was not to proceed with LGR then the authority would seek to appoint to a permanent post, as a preferred option.

RECOMMENDED

That the County Council be recommended to approve:

1. That the Chief Executive retains the statutory role of the Director for Adult Social Services on an interim basis.
2. That options for the discharge of the DASS role be confirmed within the new structure of Adult and Community Services and that discussions proceed with the Clinical Commissioning Group to consider a Joint Director post and resources to

progress the Accountable Care System/Partnership development be agreed.

3. That delegated authority to develop these options be granted to the Chief Executive, after consultation with the Chairman of the Committee and Leader of the Council, Chair of the Health and Well-being Board and Cabinet Member for Health and Care.

4. That the changes, when approved by the County Council, be subject to Article 12 of the Council's Constitution, subject to the recommendations of the Audit and Governance Committee.

5. That the Interim Director for Children's Services appointment be extended for a 6 month period, to expire in October 2018, be agreed.

6. That the Adult & Community Services Directorate Scheme of Delegation from Senior Managers be amended accordingly.

Reason for Recommendations

To ensure the continued delivery of the County Council's statutory responsibilities and effective management.

Meeting Duration: 10.00 am - 12.00 pm

Staffing Committee

Dorset County Council



Date of Meeting	9 April 2018
Officer	Head of Organisational Development
Subject of Report	Head Count and FTE and Non-Directly Employed Workforce – Quarter 3 2017/18
Executive Summary	<p>The Council has a flexible model for resourcing a workforce to deliver business as usual, service development, project and transformation work. The Council uses a combination of directly employed staff, casual workers, agency 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 3 2017/18 (31 December 2017).</p> <p>The Council has seen a small reduction in directly employed staff overall (25 FTE) between January 2017 and December 2017.</p> <p>Spending on consultants has fallen by 42% in the 12 months up to 31 December 2017 compared with the same period in the previous year (see fig 1 in Appendix A). Spending on agency workers has decreased by 29% in the 12 months up to 31 December 2017 compared with the same period in the previous year. (See fig 1 in Appendix A).</p> <p>Appendix A shows a summary of the spend and trend in terms of use of agency and consultancy workers and the areas of the business where agency 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.</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.</p> <p>Following the Chief Accountant's attendance at the last Staffing Committee, further work has been done to ensure that information on overall spend and forecast spend on resourcing (direct employees, agency workers, consultants and freelancers) is made available and regularly updated for Group Finance Managers and Senior Leaders as part of the ongoing arrangements for robust budget and performance management. The key information from this work as at February 2018 is that against a current budget of £115.2m, we are forecasting an underspend of £874k. This is an improvement of £65k since last month. This is taking account of spend on direct staff costs, agency staff costs, and costs for consultancy and freelancers.</p>
Impact Assessment:	Equalities Impact Assessment: Not applicable.
	<p>Use of Evidence:</p> <p>Staffing and financial data extracted from DES for the period 1 October 2017 to 31 December 2017 (Quarter 3) and data for 2014 to 2018.</p> <p>Agency spend information provided by Comensura.</p>
	Budget: Not applicable.
	<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 staff resources.

Appendices	A. Graphs and tables showing trends in expenditure on consultants and agency workers and usage in different areas of the business up to the end of Quarter 3 (31 December 2017)
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 has a flexible approach to workforce resourcing and uses a combination of resourcing models to meet business needs.

- To 'buy in' short-term technical or specialist skills rather than directly employing staff with these skills. This can sometimes be more cost-effective than paying direct employment and/or termination costs, and sometimes these skills are very specialist or scarce and we cannot therefore recruit directly. Funding for specific work can come from specific grant or joint funding, and sometimes the Council acts merely as the host commissioner for work which takes place across a range of partners (e.g. use of an independent consultant to work across all the Better Care Fund Partners in Adults). In addition, consultants may be used where there is a business case for investment to drive out longer-term savings and efficiencies.
- 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.

1.4 Following the Chief Accountant's attendance at the last Staffing Committee, further work has been done to ensure that information on overall spend and forecast spend on resourcing (direct employees, agency, consultants and freelancers) is made available and regularly updated for senior leaders as part of the ongoing arrangements for effective budget and performance management. The key information from this work as at February 2018 is that against a current budget of £115.2m, we are forecasting an underspend of £874k. This is an improvement of £65k since last month. This is taking account of spend on direct staff costs, agency staff costs, and costs for consultancy and freelancers.

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

2.1 Spend on consultancy overall is up in Quarter 3 compared to Quarters 1 and 2 with an increase between Quarter 2 and 3 in Adult and Community Services. The additional expenditure on consultants in Adult and Community Services relates to areas where additional capacity and skills are being used to support transformation work to develop services and reduce costs in line with the Forward Together Programme.

2.2 Overall spend on agency workers fell across the Council in Quarter 3 compared with Quarters 1 and 2 with significant drops in spend on agency within Dorset Waste Partnership and Children's Services.

2.3 The number of directly employed staff (full time equivalents/FTE) has remained steady over the year with an overall drop of 25 FTE. Direct employees (FTEs) increased by 5 between September and December 2017.

2.4 The table in Appendix A (fig 4) and figs 5-8 show the variance in spend across different Directorates and the following sections provide commentary.

2.5 **Public Health**

There has been no spend on agency staff by Public Health in this financial year and only minimal spend on consultants in the quarter (£23k).

2.6 **Adult and Community Services**

In Adult and Community Services there has been an increase in consultancy spend. This reflects decisions to source skills externally to deliver the changes required for the Forward Together Delivery Programme. This includes the engagement of Transformation leadership capacity.

In Adult and Communities, spend on agency workers is associated with the engagement of subject matter experts and programme leadership for the Forward Together Transformation Programme. In addition, there were 20 Social Worker and 1 Occupational Therapist assignment over the quarter to provide capacity in front line Social Work Teams. In November 2017, Cabinet agreed to the recruitment of more front line Social Worker posts funded through better care fund monies to support front line teams. The directorate is making progress with recruitment, although agency workers are still used to cover hard-to-recruit vacancies or where additional capacity is required over and above business as usual capacity to support the transformation programme deliverables (e.g. additional Care Act Assessments and reviews). In business support roles, the directorate continues to recruit and uses a bank of trained administrative casual staff to reduce the use of agency workers where possible, although there was some use of agency workers to cover gaps in capacity around financial assessment and brokerage of care.

2.7 **Children's Services**

The directly employed FTE for Quarter 3 2017-18 has slightly decreased by 6 FTE since Quarter 2. This is due to the holding of some vacancies.

Agency workers continue to be used in all parts of Children's Services, and some usage of agency spend is budgeted for each year. However, the majority of agency spend remains within Care & Protection. This is due to the continuing difficulty to recruit to some social worker posts. This continues to be a national issue and Dorset, along with other authorities, has been affected. Children's Services continues to employ several agency social workers to meet safeguarding requirements.

In the last quarter, there has been a decrease in agency spend of £35.14K. This is down from £599.42K in quarter 2 to £564.28K in quarter 3 2017-18. This has been due to some ongoing successes with the monthly recruitment drive. There continues to be a significant number of vulnerable families that Children's Services are working with, the need for social workers to work with these families, and a continually difficult recruitment market. The sustained recruitment difficulties have meant that agency workers have remained part of the social work teams. As with other LAs, it remains difficult to recruit experienced (L2/3) social workers, and our main recruitment intake

continues to be made up of newly qualified (ASYE) social workers. In addition, the high number of ASYE social workers has a knock-on effect upon the caseloads within the teams. This contributes to the continuing agency spend as we are buying in experienced social worker expertise. However, there has been some encouraging interest in recent posts that have been advertised, and it is anticipated that this downward trend for agency workers will continue.

The most recent data shows that there were 28 FTE agency social workers during February 2018, all 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 continues to be used to combat the 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 last financial year. In addition to this, Children's Services is continuing to participate in the Department for Education's 'Step Up to Social Work' campaign which fast-tracks the development of qualified social workers.

Dorset is continuing to work with neighbouring colleagues as part of the 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 and there are plans to attend further events such as career fairs at universities. 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 because of staff becoming part of this newly formed Reinvigorating Social Work team. It is anticipated that this will help in improving retention of social workers and was launched in September with the first cohort having gone 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 agency 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 decreased from £101.88K from quarter 2 to £86.23K for quarter 3 of 2017/18. This is a decrease of £15.65K.

The directorate currently has an Assistant Director vacancy. Some of the work is being covered by a consultant, and this accounts for a significant part of the consultancy costs. Additional consultancy costs have been incurred using a consultant to carry out auditing within Care & Protection. This work is being used to help deliver service improvements.

2.8 Chief Executive's Department

Within the Chief Executive's Department, spend on agency staff was similar over Quarters 1, 2 and 3.

2.9 Environment and the Economy

In Environment and the Economy, spend on agency workers has been necessary to cover vacancies and peak workload in Dorset Passenger Transport, to provide project support for building and construction projects (property surveying and clerk of works) to provide temporary capacity in grounds maintenance, highways network development and to cover workload peaks on the ICT helpdesk.

Spend on consultancy costs has reduced, and for this quarter the spend relates to road and mineral surveying and Highways projects.

2.10 Dorset Waste Partnership

In the Dorset Waste Partnership, the use of 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. There has been an increase of 9 FTE directly employed staff over the quarter and ongoing work to reduce the buying in of additional agency workers where possible.

3. Recommendation

3.1 Staffing Committee is asked to note the report.

Jonathan Mair
Head of Organisational Development
March 2018

Appendix A

Figure 1

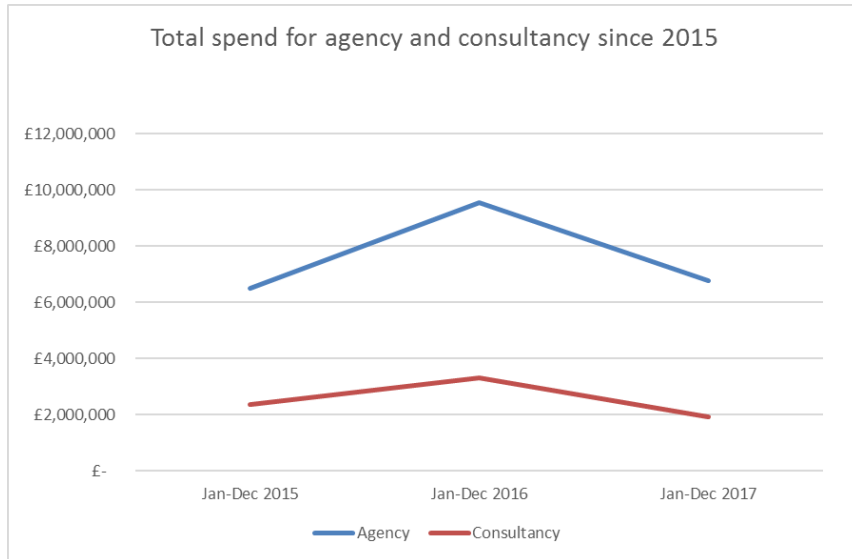


Figure 2

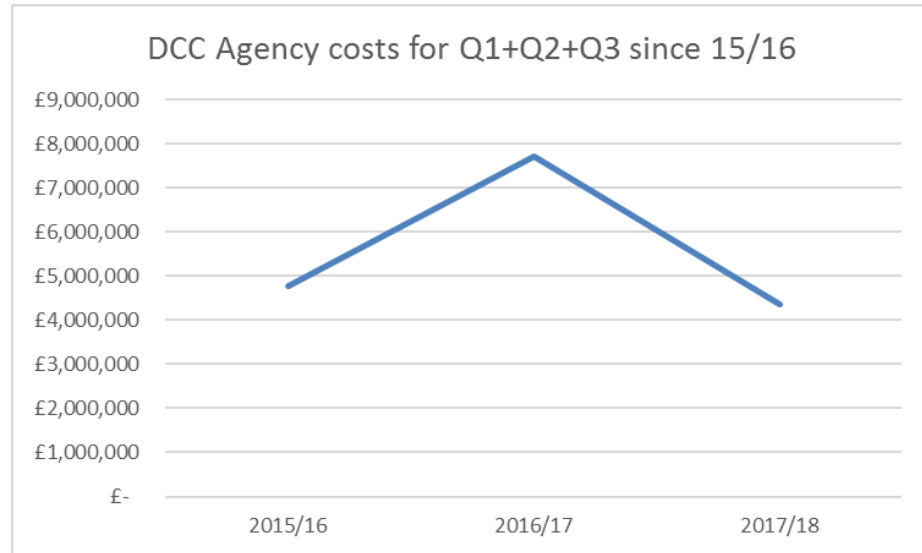
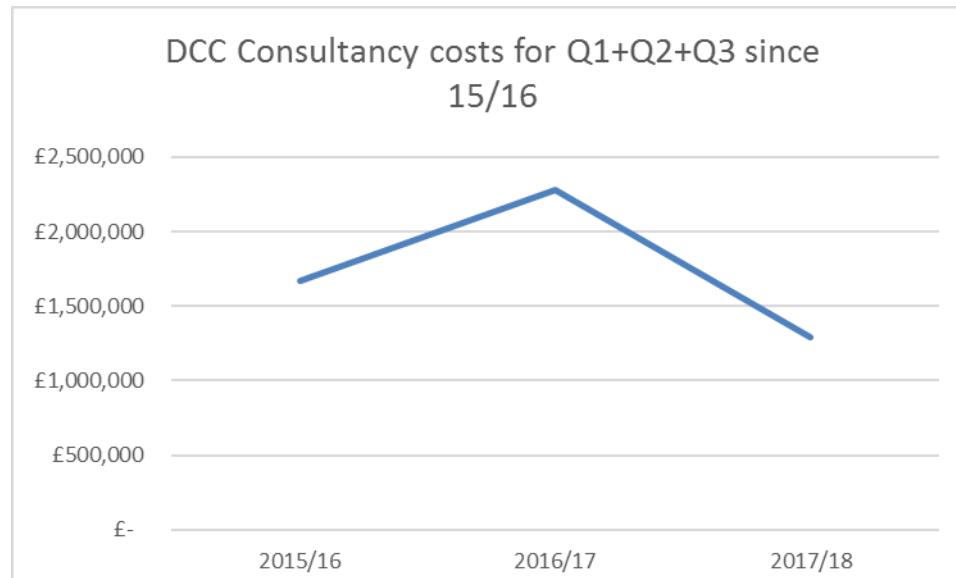


Figure 3



Quarter split of spend by Directorate on Non-Directly Employed Workforce

Figure 4

Q1 - 2017/18	Agency	Consultancy
Adults & Community Services	£219,840	£95,840
Chief Executives & Cabinet	£59,830	£24,520
Children's Services (non-schools)	£655,940	£81,380
Environment & the Economy	£54,540	£83,430
Dorset Waste Partnership	£518,970	£920
Public Health	£0	£0
Total	£1,509,120	£286,090

Q2 - 2017/18	Agency	Consultancy
Adults & Community Services	£263,460	£235,960
Chief Executives & Cabinet	£67,070	£11,370
Children's Services (non-schools)	£599,420	£101,880
Environment & the Economy	£75,510	£107,980
Dorset Waste Partnership	£552,470	£10
Public Health	£0	£10,570
Total	£1,557,930	£467,770

Q3 - 2017/18	Agency	Consultancy
Adults & Community Services	£261,150	£366,330
Chief Executives & Cabinet	£61,390	£18,000
Children's Services (non-schools)	£564,280	£86,230
Environment & the Economy	£71,580	£41,580
Dorset Waste Partnership	£333,350	£0
Public Health	£0	£23,010
Total	£1,291,750	£696,140

Figure 5

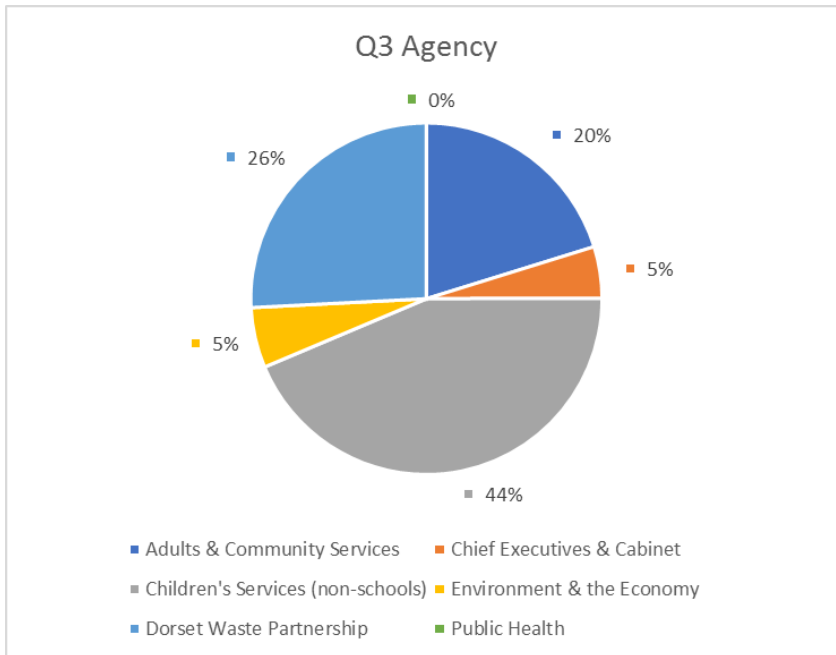


Figure 6

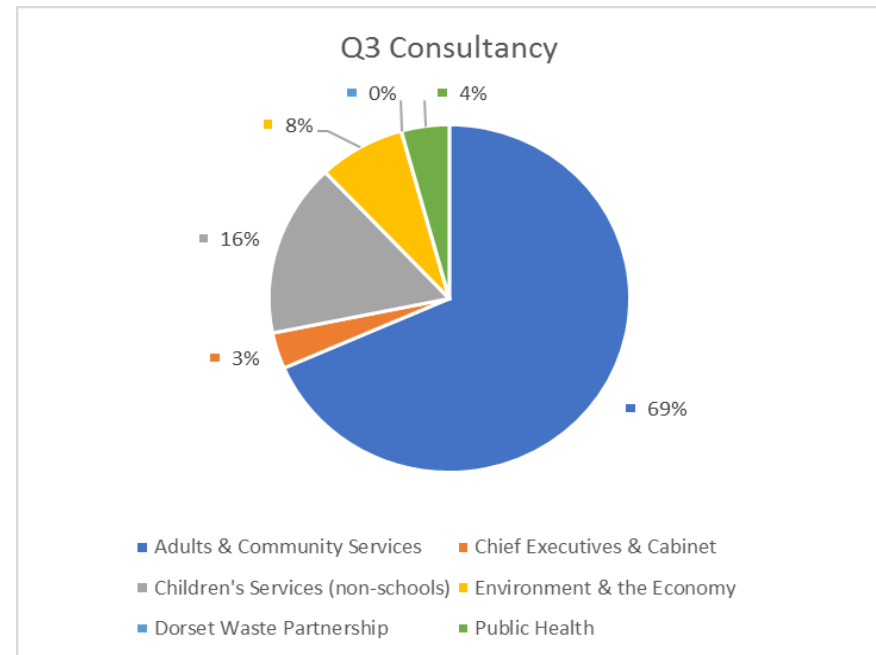
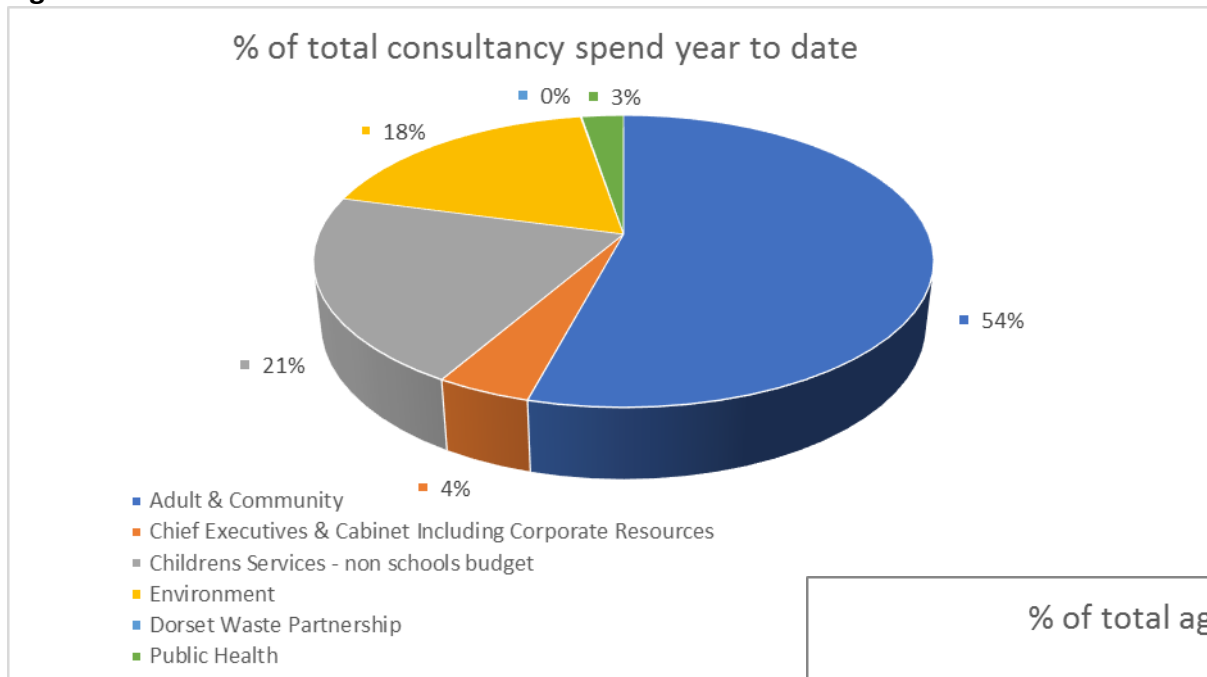
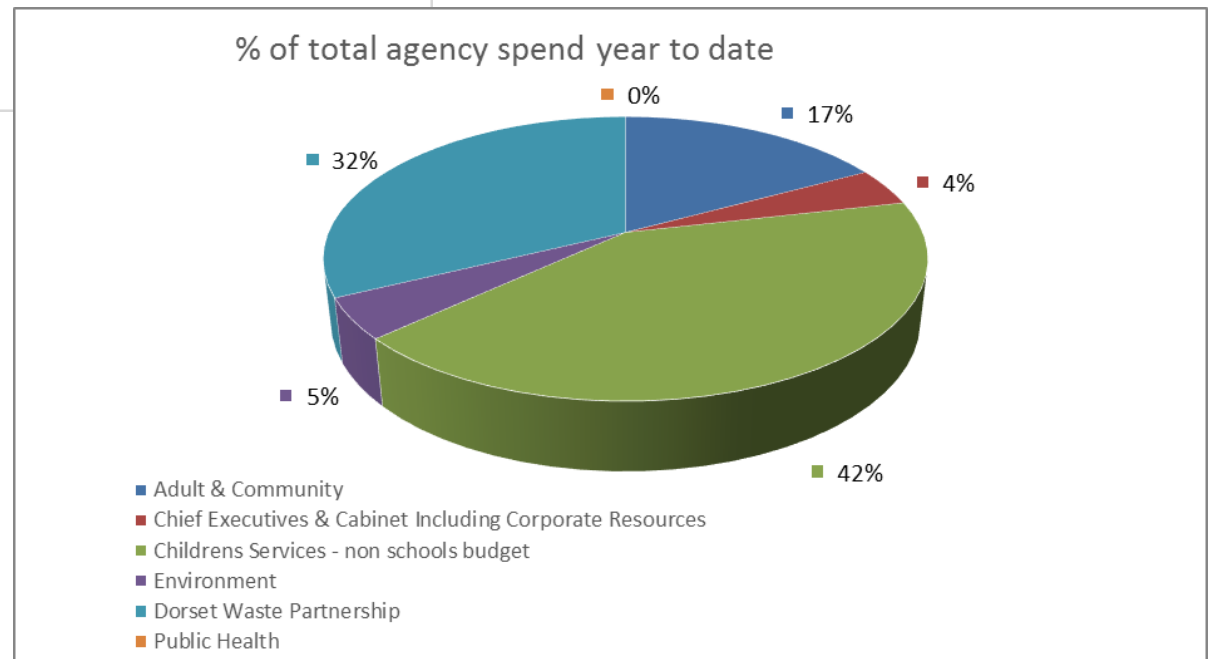


Figure 7



% by Directorate of spend on Non-Directly Employed Workforce within Q1 & Q2 2017/18

Figure 8



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Staffing Committee

Dorset County Council



Date of Meeting	9 April 2018
Officer	Head of Organisational Development
Subject of Report	Management of Attendance 2017/18 – Quarter 3 (October to December 2017)
Executive Summary	<p>Sickness absence across DCC has reduced from 8.53 days per fte to 7.95 days per fte during the quarter. To place these figures in context, the 2016 Chartered Institute of Personnel & Development (CIPD) Absence Management survey reports an average of 10.5 sickness absence days per annum for local government workers.</p> <p>During this period, DCC has seen sizeable reductions in sickness absence in Organisational Development, Adults & Community and Dorset Waste Partnership. Long term sickness has reduced by approximately a third. This includes stress and other mental health and musculoskeletal absence levels reducing, which normally account for the greatest levels of sickness.</p> <p>It should be noted the quarterly absence results are subject to fluctuations, but the size of this quarter's reduction is encouraging. Throughout 2017, DCC's overall attendance levels consistently compared well to average levels of attendance reported by local authorities and other public sector employers, regardless of minor local fluctuations.</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>

Management of Attendance 2017/18 – Quarter 3 – October to December 2017

	<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 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. That Staffing Committee notes the sustained better than average performance of DCC in managing sickness absence levels in comparison with other local authorities 2. Staffing Committee is invited to note the conduct of an Internal Audit of Sickness Management, it will be informed of any findings of concern that the audit may identify, in particular concerning parts of the organisation not conducting return to work interviews to a satisfactory extent.
Reason for Recommendation	To provide a focus for the effective management of attendance within the Council
Appendices	Appendix: DCC Management Dashboard as 1.1.18
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 3 – October to December 2017

1. Introduction

- 1.1 This report considers Quarter 3 sickness data (October to December 2017), and makes reference 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)
December 2016	9.55 *
March 2017	8.35
June 2017	8.44
September 2017	8.53
December 2017	7.95

Note: where indicated *, the data report parameters included sickness data from leavers. The new sickness reports excluded leaver's sickness absence from March 2017.

3. Long Term v Short Term sickness absence within DCC

Table 2: Long v Short Term Sickness – Q3 2017/18

Directorate	Short Term Days Q3	Long Term Days Q3
Adult & Community Services	709	417
Children's Services	954	880
Dorset Waste Partnership	413	775
Environment & Economy	996	853
CEX: Finance & Procurement	169	96
CEX: Organisational Development	115	115
CEX: Programme Office	21	0
Public Health	22	0
Grand Total	3,398	3,136

- 3.1 Long term absence has reduced by almost a third from last quarter and is now less than short term absence. The largest reductions have occurred in Economy and Environment and Dorset Waste Partnership. The reason for this is mainly due to the return to work of a number of employees who were absent due to long term medical conditions.

Management of Attendance 2017/18 – Quarter 3 – October to December 2017

4. Ill health retirements and dismissals

4.1 For the twelve month period ending Q3 2017/18, the Council dismissed 19 employees due to medical incapability plus 5 ill health retirements. This compares with 15 medical incapability dismissals and 4 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 6 employees due to medical incapability, no health retirements.
- Economy and Environment dismissed 4 employees due to medical incapability, 1 ill health retirement.
- Chief Executives dismissed 2 employees due to medical incapability, 1 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: (Q3: October 2017 to December 2017). All DCC (excl. Tricuro and Schools).

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

Reason	Sickness Cost	Pro Rata Days Lost
ANXIETY/DEPRESSION	71,759	872
CANCERS/TUMOURS	31,768	346
CARDIOVASCULAR	4,361	74
CARPAL TUNNEL SYNDROME	2,708	41
DIGESTIVE SYSTEM	59,028	741
EAR,NOSE, THROAT	70,429	779
ENDOCRINE/GLANDULAR	4,380	35
FROZEN SHOULDER	202	3
INFECTIOUS DISEASES	4,550	49
MISCELLANEOUS	17,802	175
NECK/BACK PROBLEMS	29,363	427
NERVOUS SYSTEM	9,923	136
Not assigned	5,706	31
OTHER MENTAL HEALTH	6,000	76
OTHER MUSCLOSKELETAL	70,446	895
REPRODUCTIVE AND URINARY	19,873	176
RESPIRATORY	61,299	701
RHEUMATISM/ARTHRITIS	12,096	96
RSI/UPPER LIMB DISORDER	1,933	36
SKIN RELATED	6,092	80
STRAINS/SPRAINS	5,672	70
STRESS	71,292	769
SUBSTANCE ABUSE	341	5
TENNIS ELBOW	1,667	13
Grand Total	568,690	6,623

6. Areas of Focus

6.1 DCC’s top two reasons for sickness are mental health and musculoskeletal. These provide the areas for more detailed focus in the report:-

6.1.1 Mental Health related sickness

Table 4: Q3 Mental Health related sickness by Directorate

Row Labels	Q3 working days lost	Q3 - Sickness cost
⊕ Adult & Community Services	327	25,254
⊕ Children's Services	814	61,984
⊕ Dorset Waste Partnership	179	11,751
⊕ Environment & Economy	651	46,195
⊕ Finance & Procurement	5	346
⊕ Organisational Development	24	3,213
⊕ Public Health	2	307
Grand Total	2,002	149,051

Table 5: Children’s Services: Highest mental health related sickness by role Q3

Role	Q3 Working Days Lost	Q3 Sickness Cost
Residential Childcare Worker	161	9,582
Admin Assistant	106	5,869
Social Worker	102	10,327

Table 6: Environment and Economy: Highest mental health related sickness by role Q3

Role	Q3 Working Days Lost	Q3 Sickness Cost
Community Highways Officer	111	11,780
Grounds Worker	105	6,759
Passenger Assistant	94	1,255

6.1.2 Action being taken across all Directorates to reduce mental health absences

- * Regular monitoring of absence cases at Directorate leadership teams and by local managers
- * Regular employee supervision enabling employees to discuss any concerns
- * Return to work interviews, where signposting to mental health advice can take place
- * Mental health resilience training for managers
- * Advice, support on information for employees on Sharepoint (intranet)
- * Mental Health Champions – helping reduce the stigma of mental health absence
- * Wellbeing service who signpost to support, advice and/or counselling
- * Occupational health referrals
- * Stress risk assessments

Management of Attendance 2017/18 – Quarter 3 – October to December 2017

6.1.3 Causes of anxiety and stress

Our HR & Wellbeing services signpost employees to a range of organisations and support groups on a range of issues including:

Personal: illness or injury, pregnancy and becoming a parent, bereavement, long-term health problems

Friends and family: getting married or civil partnered, going through a break-up or getting divorced, difficult relationships with parents, siblings, friends or children, being a carer for a friend or relative who needs lots of support.

Employment and study: losing a job, long-term unemployment, retiring, exams and deadlines, difficult issues at work, starting a new job.

Housing: housing problems such as poor living conditions, lack of security or homelessness, moving house, problems with neighbours.

Money: worries about money or benefits, poverty, debt.

6.2 Musculoskeletal

Table 7: Musculoskeletal sickness by Directorate Q3

Directorate	Q3 Working Days Lost	Q3 Sickness Cost
Adult & Community Services	349	26,739
Children's Services	344	28,617
Dorset Waste Partnership	596	39,951
Environment & Economy	619	26,767
Finance & Procurement	9	967
Organisational Development	5	475
Programme	1	86
Grand Total	1,922	123,601

Table 8: DWP: Highest Musculoskeletal sickness by role – Q3

DWP Role	Q3 Working Days Lost	Q3 Sickness Cost
Loader	404	25,833
Recycling Loader	73	4,618
Driver	40	2,830

Table 9: Economy & Environment: Highest musculoskeletal related sickness by role – Q3

Economy & Environment Role	Q3 Working Days Lost	Q3 Sickness Cost
Passenger Assistant	175	2,189
Driver	73	1,501
School Crossing Patrol	66	198

6.3 Action being taken to reduce musculoskeletal absence:

- 6.3.1 In the Economy service, changes are planned for roles which require high degrees of physical dexterity, e.g. Passenger Assistants. Health and Safety will assess the physical ability of the employee to undertake the role during induction training. If the assessment shows a problem with dexterity, the employee can be referred to Occupational Health and if no reasonable adjustments can be made employment may be terminated.
- 6.3.2 Moving and handling training is compulsory for appropriate roles. In DWP, the shifts are organised in a way which promotes health and safety. There are no “task and finish” shifts which can encourage Loaders to move multiples bins at once to finish the shift early, leading to a risk of strain and injury.

7. Return to work (RTW) interviews

- 7.1 DCC has an average 78% return to work interview completion rate. Research studies consistently show that the RTW interview is the single most important activity a manager can undertake to manage and reduce sickness absence.
- 7.2 Barriers to higher RTW completion rates include employees working early or late shifts, working outside or away from their immediate manager. Barriers to return to work interviews need to be overcome on a team by team basis. 78% completion is regarded as reasonably good in such a large, complex and varied organisation such as DCC, but continued efforts will be made to achieve a higher level.

Service	RTW %	Typical roles with low RTW completion rates
Economy	51%	Passenger Assistants, School Crossing Patrols
Environment	58%	Grounds Workers, Arborists (Tree Surgeons)
Children’s Care and Protection	63%	Social Workers, Community Resource Worker, Residential Childcare Worker
Highways	72%	Minor Works Chargehand, Skilled Roadworkers

8. Comment / Observation

- 8.1 An independent audit of DCC’s sickness absence practice is underway which will provide further opportunities to improve existing practice. A particular focus of the audit will be return to work interviews and the management of long term sickness. Teams that consistently show low RTW completion rates will be a priority concern for the audit, and recommendations for improved performance will be made.

Management of Attendance 2017/18 – Quarter 3 – October to December 2017

- 8.2 Prevention initiatives to reduce mental health and musculoskeletal absence will continue over the coming year. The involvement of members as mental health champions will help reduce the stigma of mental health in the workforce and community. Health and Safety will continue to work with managers and employees to reduce musculoskeletal absence.
- 8.3 This quarter's reduction in absence is encouraging, but historically we know rates fluctuate due to a number of factors, including seasonal sickness. Historically, Quarter 4 data can often be pushed up by winter colds and flu absence, for example. The council's aim continues to be that of promoting wellbeing and achieving a sustained reduction in absence on a long term basis.

Jonathan Mair
Head of Organisational Development

April 2018

High Level DCC Dashboard as of 1.1.18

Directorate	Manager	RTW Interviews	RTW Interviews %	Sickness Days Lost	Headcount FTE	Sickness Days Lost Per FTE 1.1.2018	Sickness Days Lost Per FTE 1.10.2017	Direction of Travel	Sickness Days Lost Target
Dorset County Council	Mrs Deborah Ward	4627	78%	25,229.78	3,172.97	7.95	8.53	↓	7.16
Adult & Community Services	<Vacant Position>	1051	84%	4,301.59	653.88	6.58	7.91	↓	7.11
Adult Care	Mr Harry Capron	575	82%	2,783.10	388.62	7.16	8.46	↓	7.75
Early Help & Community Services	Mr Paul Leivers	430	85%	1,416.79	233.63	6.06	7.15	↓	5.5
Safeguarding and Quality	Mrs Sally Wernick	46	94%	101.70	31.63	3.22	6.87	↓	7.11
Children's Services	Mr Nicholas Jarman	1198	74%	7,120.81	831.05	8.57	8.97	↓	6.75
Care and Protection	Mrs Vanessa Glenn	473	63%	3,760.20	363.92	10.33	11.13	↓	7.5
Design & Development	Mr Patrick Myers	368	80%	1,794.56	251.68	7.13	7.61	↓	6
Prevention & Partnerships	<Vacant Position> / Mr Jay Mercer	357	85%	1,566.05	214.84	7.29	6.69	↑	6.5
Dorset Waste Partnership	Ms Karyn Punchedard	580	90%	4,073.54	397.37	10.25	11.47	↓	9.74
Finance and Commercial	Mr Paul Ackrill	17	100%	102.00	11.62	8.78	10.45	↓	9.74
Operations	Mr Michael Moon	507	89%	3,774.74	348.09	10.84	12.11	↓	9.74
Strategy	Mrs Gemma Clinton	56	98%	196.80	35.65	5.52	6.13	↓	9.74
Environment & Economy	Mr Michael Harries	1123	67%	7,722.46	907.68	8.51	8.29	↑	7.65
Dorset Highways	Mr Andrew Martin	369	72%	2,471.71	274.30	9.01	8.32	↑	7
Economy	Mr Matthew Piles	299	51%	3,323.56	253.77	13.10	13.36	↓	7
Environment	Mr Peter Moore	155	58%	777.25	179.80	4.32	4.21	↑	7
ICT and Customer Services	Mr Richard Pascoe	295	93%	1,084.94	196.27	5.53	5.00	↑	4.25
Finance & Procurement	Mr Richard Bates	272	85%	880.34	164.50	5.35	5.38	↓	7
Accountancy-	Mr Andrew Smith	103	92%	288.19	53.85	5.35	6.65	↓	7
Estate & Assets	Mr Peter Scarlett	49	84%	121.55	33.65	3.61	3.67	↓	7
Financial Services	Mr William Mcmanus	117	80%	467.60	71.36	6.55	5.80	↑	7
Organisational Development	Mr Jonathan Mair	316	95%	865.71	145.45	5.95	8.08	↓	5
Democratic Services	Mr Lee Gallagher	16	100%	56.00	9.47	5.91	7.18	↓	5
Governance & Assurance Services	Mr Mark Taylor	17	100%	36.30	7.95	4.57	22.62	↓	4.5
HR Operations	Mr Christopher Matthews	177	96%	382.47	63.96	5.98	6.42	↓	5
HR Specialist Services	Alison Crockett / Sherlayn Towner	56	97%	199.55	32.71	6.10	7.62	↓	5.75
Legal Services	Miss Grace Evans	49	89%	189.39	29.41	6.44	8.18	↓	5
Programme	Mr Darran Gunter	51	96%	82.92	34.17	2.43	2.65	↓	7.16
Corporate Development	Mrs Karen Andrews	51	96%	82.92	33.63	2.47	2.69	↓	7.16
Public Health	Doctor David Phillips	34	74%	178.02	36.13	4.93	6.66	↓	4.5

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Staffing Committee

Dorset County Council



Date of Meeting	9 April 2018
Officer	Head of 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 July to 31 December 2017 (quarters 2 and 3).</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>No separate EqlA is required for this report although restructuring exercises where relevant are subject to EqlA considerations.</p>
	<p>Use of Evidence:</p> <p>This report is based on data from redundancy dismissals effective from 1 July to 31 December 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>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 recommend 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>

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 July to December 2017

2.1. The table below shows the costs associated with redundancy dismissals effective during the second and third quarters of the financial year, from 1 July to 31 December 2018.

Month	Total Number of Redundancies by Directorate		Number including a capitalised pension cost	Total Costs	Total Annual Savings	Average Payback Period (months)
July	Chief Executives Department	2	1	£100,624	£97,373	14
August	Adult & Community	1	0	£8,176	£45,590	3
	Chief Executives Department	1	0	£12,614	£41,735	4
	Environment and the Economy	1	0	£35,889	£64,156	7
September	Chief Executives Department	1	1	£52,603	£73,895	9
	Environment and the Economy	2	1	£163,163	£124,327	15
October	Adult & Community	1	0	£12,236	£45,546	4
November	Environment and the Economy	1	1	£15,962	£19,518	10

Redundancy Costs – Quarterly Report

December	Environment and the Economy	6	3	£46,678	£73,050	8
Totals:		16	7	£447,945	£585,190	9

- 2.2. The total savings for the two quarters are approximately £137,000 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 well below the two year period.

3. Severance Packages over £100,000

- 3.1 Severance packages exceeding £100,000 for all staff below Assistant Director, Service Director and Head of Service level are approved by the Director, after consultation with the Cabinet Member for the Directorate, and Finance Manager.
- 3.2 During the period there is one case. The severance package (redundancy and capitalised pension cost) was £137,235 in the Environment and the Economy Directorate in September. This redundancy was approved as part of a package of reducing support services, to address a £257,000 shortfall in the service budget. The payback period was over 23 months which falls within the expected maximum period of two years.

4. Costs/Savings for the Financial Year to Date

- 4.1. The table below shows the total cumulative costs associated with redundancy dismissals for the 2017/18 financial year, from 1 April 2017 to 31 December 2017.

Number of Redundancies	Number including a capitalised pension cost	Total Costs	Total Annual Savings	Average Payback Period (months)
28	14	£938,130	£1,012,242	10

- 4.2. The total saving for the financial year to date which is due to the reduction in the multiplier from 1.75 to 1.5 is £58,471. Fifteen of the redundancy payments in the period were subject to the minimum reference salary.

5. Future Considerations

- 5.1. There is still no further 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
Head of Organisational Development

9 April 2018

Staffing Committee

Dorset County Council



Date of Meeting	09 April 2018
Officer	Head of Organisational Development
Subject of Report	Relocation Expenses
Executive Summary	<p>Relocation expenses provision is only offered to new appointments in approved cases, where there are significant recruitment difficulties. These have been reviewed, and some changes proposed.</p> <p>The changes aim to:</p> <ul style="list-style-type: none"> • Modernise the relocation expenses package being offered to new appointments; • Provide increased flexibility to recruiting managers; • Provide a more attractive offer to applicants who are in rented accommodation and/or are relocating from an area where house prices/rents are cheaper than those in Dorset; • Help the Council to attract to its hard-to-fill roles such as Children’s and Adult’s Social Workers. <p>This report summarises the key changes and anticipated improvements.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>An EqIA has been undertaken in respect of the proposed changes. This has been circulated to the Council’s Diversity Working Groups and is attached at Appendix 2.</p>

	<p>Use of Evidence: The report and the recommended changes are based on evidence, including feedback regarding the practical application of the existing provision from Human Resources & Organisational Development (HR & OD) colleagues, managers and trade unions.</p> <p>Budget:</p> <p>The proposed changes will not affect the overall maximum value of the package available but could potentially result in some increased costs, e.g. if the changes result in increased take-up.</p> <p>However, the number of cases of relocation expenses being offered by the Council are fairly low (9 cases in the past 12 months) and therefore although difficult to quantify with any certainty, the financial implications are considered to be low. Moreover, costs of failing to recruit, re-advertising and covering key vacancies with expensive interim staff are potential costs saved if improved relocation results in more successful recruitment.</p> <p>It is important to note that the cost of any agreed relocation expenses is met by the recruiting service. It will therefore be for managers making recruitment decisions to manage the cost implications of any approval of relocation expenses, and the flexibility given to them, in the same way that they would any other part of their budget decision making.</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: None.</p>
<p>Recommendation</p>	<p>It is recommended that the Staffing Committee approve the revised relocation expenses provision/guidance which would be available for managers to use with immediate effect for any new appointments to eligible roles.</p>
<p>Reason for Recommendation</p>	<p>To assist the Council to recruit to its hard-to-fill roles that meet the eligibility criteria.</p>
<p>Appendices</p>	<p>Appendix 1: Proposed Relocation Expenses Guidance and Provisions Appendix 2: Equality Impact Assessment</p>
<p>Background Papers</p>	<p>None</p>

Report Originator and Contact	Name: Sam Dewar, Principal HR & OD Adviser, Organisational Development, Engagement & Strategy Tel: 01305 221128 Email: s.dewar@dorsetcc.gov.uk
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1. Introduction

- 1.1. This report summarises the rationale for reviewing the current provisions and guidance in respect of relocation expenses. Proposed updated guidance and provisions are attached at Appendix 1.
- 1.2. Feedback about the practical application of the existing provision has been received from HR & OD Service colleagues and from recruiting managers. Their views have been reflected in the revised guidance and provisions.

2. Background

- 2.1 The existing provisions provide that relocation expenses are paid in approved cases for roles that are hard to fill, where the recruiting manager is satisfied that all of the following applies:
 - The post is difficult to fill (usually this will mean that it has been advertised two or more times), or that recent previous attempts to fill similar posts have failed.
 - Relocation costs arise solely as a result of the person taking up an appointment with the county council.
 - The potential employee is required to change their main residence as a result of the employment (the new residence must be within reasonable daily travelling distance of the normal place of work and the original residence must be outside of this reasonable daily travelling distance. The properties involved must either be owned by or subject to tenancy by the potential employee)
 - Resettlement must be within twelve months of taking up the appointment in order to qualify for relocation expenses except in special circumstances.
 - Removal expenses are subject to the employee concerned remaining employed by the county council for a minimum of two years. Repayment in full is required if this is not honoured.
- 2.2 Expenses of up to £8,000 (inclusive of VAT) are free of tax (provided that they meet with HMRC guidelines). Any expenses in excess of £8,000 or which do not fall within the HMRC rules are considered to be taxable and need to be declared. We do not formally impose an upper limit on the total amount of expenses payable as the scheme is presently shaped.
- 2.3 The current provision has been in place for some time and is heavily biased towards those who are buying and/or selling a property. This is outdated and not reflective of today's society where an increased percentage of the population are in rented accommodation.
- 2.4 The current provisions are also based totally on a reimbursement, with the initial outlay being made by the individual, and later reimbursed and on the production of receipts. For some individuals, having to fund in totality all of the initial expenses associated with relocating, this may be prohibitive and deter them from seeking or accepting employment with the Council.

3. Other Council Approaches

- 3.1 Comparisons have been made to the relocation provisions offered by other neighbouring authorities, which are currently considered to be broadly comparable, although some authorities do apply a maximum overall cap to the amount payable.
- 3.2 There is evidence that some neighbouring authorities (e.g. Somerset) are already offering advance payments, and several examples nationally (e.g. Poole BC, Woking

BC, Reading BC, Chichester DC and Bracknell DC) where various forms of mortgage/rent subsidy/allowances are being offered. It is felt that, if agreement is given to amend our provisions, this will help to make our offer of employment more attractive than those of some of our immediate neighbours who do not all offer such provisions.

- 3.3 Consideration has also been given to the relocation packages currently being offered by Christchurch & East DC, Dorset Councils Partnership and Purbeck DC. Although they have packages that are broadly similar to those currently offered by Dorset, they are very rarely offered or take-up is low.

4. Summary of Proposed Changes

- 4.1 The changes that are being proposed are not significantly increasing the overall costs for the Council, but aim to make better/more flexible use of the existing provisions so that they are beneficial/attractive to more people (e.g. those who relocate from a cheaper area and/or do not own/cannot afford to purchase a property). As mentioned in the above Impact Assessment (see 'Budget'), it is feasible these measures could in fact reduce the overall scale of associated costs.
- 4.2 Full details of the updated guidance and provisions can be found at Appendix 1. The main changes are:
- The introduction of an advance payment of up to £2,500 to help with the initial costs of relocation which will be offset against future receipted expenses (no additional cost to the Council);
 - The introduction of the option of mortgage/rent subsidy for a two-year period (in place of claiming fees which are mostly associated with buying/selling a property) for those looking to relocate from a generally cheaper area of the country.

5. Trades Unions View

- 5.1. The proposed changes have been shared with the trades unions, who have given their general support to the changes.

6. Next Steps

- 6.1 Once agreed, the new provisions will be available immediately for use by recruiting managers to assist them in recruiting to eligible hard-to-fill roles.
- 6.2 The rewards and benefits information available on Dorsetforyou will be updated to reflect the new provision.
- 6.3 The new provisions will be promoted in advertisements and form part of the offer for eligible posts.
- 6.4 Additionally the guidance and provision information will be updated on SharePoint to reflect the agreed changes.

Jonathan Mair
Head of Organisational Development

9 April 2018

Appendix 1

Relocation Expenses Guidance (Proposed)

Entitlement and Approval Process.

Managers, in accordance with the scheme of delegation and scheme of financial management, can agree the payment of relocation expenses. If the manager is satisfied that **all** of the following criteria are met:

- The post is very difficult to fill (usually this will mean that it has been unsuccessfully advertised externally two or more times or where there are recognised continuing recruitment and retention issues, e.g. Social Workers);
- Relocation costs arise solely as a result of the person taking up an appointment with the county council;
- The potential employee is required to change their main residence as a result of the employment (the new residence must be within reasonable daily travelling distance e.g. approximately 35 miles or an hour's commute) of the normal place of work and the original residence must be outside of this reasonable daily travelling distance (e.g. in excess of 35 miles). The properties involved must either be owned by or subject to tenancy by the potential employee);
- Resettlement must be within twelve months of taking up the appointment in order to qualify for relocation expenses except in exceptional circumstances.
- Removal expenses are subject to the employee concerned remaining employed by the county council for a minimum of two years. Repayment in full is required if this is not honoured. Therefore, the appointment must normally be expected to last at least two years (i.e. not applicable for temporary or fixed term contract appointments of less than this period).

The full cost of any agreed relocation expenses is met by the recruiting service/directorate.

The appropriate manager should complete and sign the approval of relocation expenses form and submit it to HR Support. If managers have any queries, these should be raised with the HR Business Partner or the HR Helpdesk.

Please note: payment of relocation expenses **MUST NOT** be approved if the potential employee:

- is intending to move into the area in any case, or
- is joining another family/household who has already moved, or decided to move to the area whether to take up an appointment with the county council or for some other reason. This policy will not be altered to compensate where the other member of the family/household is not entitled to removal and disturbance allowances from the county council or any other employer.

HR will confirm in writing to the employee (or potential employee) that they are eligible to receive relocation expenses and that the correct approvals are in place.

Claims and limits

Removal expenses, once confirmed, should be claimed using the approved relocation expenses claim form.

The approving manager should ensure the amounts claimed meet the criteria for the type of expense in the table on the attached guidance.

Expenses of up to £8,000 (inclusive of VAT) are free of tax (provided that they meet with HMRC guidelines). Any expenses in excess of £8,000 or that do not fall within the HMRC rules are considered to be taxable.

By claiming relocation expenses, employees are agreeing to repay Dorset County Council all relocation expenses received if they voluntarily leave or are dismissed from the service of the Council for any reason other than redundancy (or TUPE transfer) within two years of starting employment. In such cases all the relocation expenses received will be recovered including any advance, receipted expenses and rent/mortgage subsidy allowance that may have been payable, with deduction of all or part of the amount to be repaid will be made from the final salary and any remainder sought by invoice.

Details of Expenses Claimable

Type of Expense	Existing maximum amount to be claimed	Conditions and Guidance Notes
Removal expenses (transport of belongings)	Full cost based on lowest of 3 quotes.	<ul style="list-style-type: none"> Removal expenses are only payable from port of entry to the UK, where applicable. The cost of a second removal may be reimbursed where furniture is put into storage or temporary accommodation is taken for a short period. The cost of storage of furniture may be claimed but must be offset against and not exceed the disturbance allowance (see below). To assist with immediate costs incurred in moving, an advance of up to £2,500 out of the relocation expenses/fees allowance can be agreed by the appointing manager (which is paid within 5 working days of commencing employment). Where there is an additional charge for making this advance payment, this will be met by the employing service. The 'advance' must be accounted for by the individual by the production of receipts for expenses claimable under the scheme. If after six months the employee's receipted expenses (for elements allowable under the scheme, e.g. removals, fees etc.) are less than the advance or employees are unable to account for it, any excess will be reclaimed. It will be the appointing manager's responsibility to decide whether an advance is needed and how much of an advance is appropriate given the individual circumstances (up to the £2,500 limit), to monitor the submission of receipts and arrange for any reclaim (where sufficient receipts aren't submitted) if that should be necessary. In agreeing to an 'advance', managers are accepting responsibility for closely monitoring receipts and requesting any repayment.
Fees on disposal and acquisition	Up to a maximum of £6,533	<ul style="list-style-type: none"> For the sale and/or purchase of reasonably similar residences, excluding fees for work for sales/purchases that do not complete.

<p>(legal, estate agent, survey fees etc)</p>		<ul style="list-style-type: none"> • Fees can be reimbursed where a person has a property to sell but moves into a county council property as a condition of their employment. • See details on 'advance' payment above. • The Council is aware that newly appointed employees can experience difficulty in affording the relatively high cost of housing when relocating to take up an offer of employment. Therefore, as an <u>alternative to claiming fees</u> (where they are claimable), those individuals relocating from an area where house prices/rental rates are generally lower and that this might prevent them from moving, they can choose to receive Mortgage/Rent subsidy for a 2 year period (instead of fees): Year 1 - £250 per month~ Year 2 - £150 per month~ Total cost: £4,800 (+ normal employer on costs) <p>(NB ~These payments will be subject to Tax and NI at source and are reclaimable should the employee leave the Council within 2 years of appointment)</p> <p>It will be for the appointing manager to assess eligibility and be satisfied that the criteria for rent/mortgage subsidy payments are met.</p>
<p>Disturbance allowance (domestic goods and facilities for the new residence)</p>	<p>up to £935</p>	<ul style="list-style-type: none"> • In respect of reasonable disturbance and/or settling in expenses from moving house (replacement curtains, carpets etc where items used in the old house aren't suitable in the new home, and for disconnection/reconnection of electricity, water, gas and phone service charges). As stated above, the cost of storage of furniture may be claimed as part of this allowance. • See details on 'advance' payment above.
<p>Return visits to family (travel and subsistence)</p>	<p>Travel costs paid at petrol reimbursement rate of 12p per mile, for a period not exceeding 6 months</p>	<ul style="list-style-type: none"> • For travel between the old home and temporary accommodation, and is applicable for married or single officers who are separated from partners or dependant relatives with whom they live and/or while two homes are maintained. • (Maximum period extendable in line with any agreement to extend two homes allowance)
<p>Separation/ two homes allowance</p>	<p>Maximum of £97 per week for a period not exceeding 6 months (this can be</p>	<ul style="list-style-type: none"> • This allowance is payable in respect of rent (but not any separate charge for gas/electricity) OR the cost of bed and breakfast plus evening meals (but not alcoholic beverages) or bridging loans up to the maximum weekly amount payable.

	extended in exceptional circumstances)	<ul style="list-style-type: none"> • Expenditure incurred on other meals will not be reimbursed. • Additional insurance, maintenance or council tax costs incurred will not be reimbursed.
Search for new accommodation	One or two days leave will be granted where appropriate, plus one return journey (normal rail fares), subsistence and one overnight stay for the officer and spouse (and children up to 16 years of age if necessary)	<ul style="list-style-type: none"> • The actual cost of up to the county council subsistence rates and HMRC mileage rate will be reimbursed subject to acceptable receipts being submitted.

Equality Impact Assessment			
Title	Relocation Expenses		
Release	Date: 9 March 2018	Version No.	1
Revision History	<i>To provide an audit trail please provide previous version dates and numbers</i>		
	Not applicable		
Type of strategy, policy, project or service			
Existing	Relocation Expenses. Internal provision/guidance which is under review.		
New or proposed			
Changing, update or revision			
Other			
Is this an internal or external Equality Impact Assessment (EqIA)	Internal		
Officers involved in the screening	Sam Dewar, Principal HR&OD Advisor Natalie Adam, HR&OD Service Manager		

This report was created by	
Name	Sam Dewar
Email address	s.dewar@dorsetcc.gov.uk
Directorate or Service	Chief Executive's – Organisational Development
Version No	1

Aims
What are the aims of your strategy, policy, project or service?
<p>Relocation Expenses are paid in approved cases for hard to fill roles where the manager is satisfied that all of the eligibility criteria have been met:-</p> <ul style="list-style-type: none"> • The post is very difficult to fill. • Relocation costs arise solely as a result of the person taking up an appointment with the county council • The potential employee is required to change their main residence as a result of the employment (the new residence must be within reasonable daily travelling distance e.g. approximately 35 miles or an hour's commute) of the normal place of work and the

original residence must be outside of this reasonable daily travelling distance (e.g. in excess of 35 miles).

What is the background or context to the proposal?

The current relocation package has not been reviewed for some time and is heavily weighted towards those who are buying/selling a property. It offers very little assistance to those who are in rented accommodation and/or looking to relocation from an area where property prices/rent is cheaper than in Dorset.

The proposed changes will offer more flexibility to managers, and be more attractive to those in rented accommodation, which it is hoped will help us to attract applicants from out of the local area to some of our hard to fill roles (e.g. Social Workers – Children’s currently have c50 FTE vacancies).

The main changes are:-

- The introduction of an option to claim a rent/mortgage subsidy payment for a two year period instead of claiming the existing relocation fees.
- The option for the manager to agree an ‘advance’ payment of up to £2,500 to assist with the initial costs of relocation. The 'advance' is accounted for by the individual by the production of receipts for expenses claimable under the scheme.

The relocation expenses are only payable in a small number of approved cases (there were 9 cases across the whole of DCC in the last 12 months).

Removal expenses are subject to the employee concerned remaining employed by the county council for a minimum of two years. Repayment in full is required if this is not honoured.

Intelligence and Communications

What data, information, evidence and research was used in this EqIA and how has it been used to inform the decision making process?

It is acknowledged that data from new employees who have claimed relocation expenses in the past will not necessarily be reflective of the new employees who are eligible to claim relocation expenses in the future.

Additional the data set (9 people in the last 12 months) is very small and therefore bring into question the statistical validity or any results.

What data do you already have about your service users, or the people your proposal will have an impact on?

Overall workforce profile data.

Workforce data for new starters.

What engagement or consultation has taken place as part of this EqIA?	
Discussions with the Trade Unions, HR Business Partners and the Directorates/Service areas who have roles that are most likely to meet the eligibility criteria.	
Is further information needed to help inform this proposal?	
No.	
How will the outcome of consultation be fed back to those who you consulted with?	
<p>The trade unions will be updated at future Green Book/Soulbury meetings.</p> <p>The updated guidance will be available for managers on SharePoint and the update provisions will be used in advertisements for eligible roles.</p>	
Assessment	
Who does the service, strategy, policy, project or change impact?	
New employees recruited to eligible roles.	
Age	Neutral or Positive Impact depending on individual circumstances
What age bracket does this affect?	All age groups - the revised provision will be applied to all eligible applicants irrespective of age.
Please provide details	<p>The updated provisions are more favourable than the existing provisions in that they offer more benefit to those who are in rented accommodation.</p> <p>This may therefore be of more benefit to younger applicants who are less likely to own their own property.</p>
Disability	Neutral
Does this affect a specific disability group?	No - The revised provision will be applied to all eligible applicants irrespective of disability group.
Please provide details	N/A

Gender Identity	Neutral
Please provide details	The revised provision will be applied to all eligible applicants irrespective of gender identity.
Pregnancy and maternity	Neutral
Please provide details	The revised provision will be applied to all eligible applicants irrespective of pregnancy or maternity.
Race and Ethnicity	Neutral
Please provide details	The revised provision will be applied to all eligible applicants irrespective of race and ethnicity.
Religion or belief	Neutral
Please provide details	The revised provision will be applied to all eligible applicants irrespective of religion or belief.
Sexual orientation	Neutral
Please provide details	The revised provision will be applied to all eligible applicants irrespective of sexual orientation.
Sex	Neutral
Please provide details	The revised provision will be applied to all eligible applicants irrespective of sex.
Marriage or civil partnership - Neutral	
Please provide details The revised provision will be applied to all eligible applicants irrespective of their marital status.	
Other Socially Excluded Groups For example: Carers, rurally isolated, low income, economically disadvantaged, single parents, armed forces.	Neutral or positive depending on individual circumstances. The revised provision will be applied to all eligible applicants irrespective of their Grade.
Please provide details	The introduction of the option of an 'advance' payment and/or rent/mortgage subsidy is likely to have a positive impact on those on low income.

Action Plan			
What plans do you have in place, or are developing, that will mitigate the likely identified negative impacts?			
Objective/Outcome	Action to be taken	Lead Officer	Deadline
Ensure that the proposed changes meet the business objective of attracting applicants too hard to fill roles from outside the local area to very hard to fill roles.	The success and application of the revised scheme will be monitored regularly.	The HROD, Engagement & Strategy Team in conjunction with the HR BP's and the Directorates/Services	Annual review

EqIA Signatories		
EqIA role	Name	Date
Lead Manager / Project Sponsor	Sam Dewar	08.02.2018
Directorate Chair on behalf of the Directorate Diversity Action Group		

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