

Agenda

Dorset County Council



Meeting: Staffing Committee
Time: 10.00 am
Date: 26 November 2018
Venue: Committee Room 3 - County Hall, County Hall, Colliton Park, Dorchester,
DT1 1XJ

Peter Wharf (Chairman)
Andy Canning
Rebecca Knox

Hilary Cox (Vice-Chairman)
Andrew Cattaway
Andrew Parry

Ray Bryan
Janet Dover

Notes:

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

- **Public Participation**

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

Public Speaking

Members of the public can ask questions and make statements at the meeting. The closing date for us to receive questions is 10.00am on 21 November 2018, and statements by midday the day before the meeting.

Debbie Ward
Chief Executive

Contact: Fiona King, Senior Democratic Services Officer
County Hall, Dorchester, DT1 1XJ
01305 224186 - f.d.king@dorsetcc.gov.uk

Date of Publication:
Friday, 16 November 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.

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| <p>3. Minutes</p> <p>To confirm and sign the minutes of the meeting held on 30 October 2018.</p> | <p>3 - 6</p> |
| <p>4. Public Participation</p> <p>(a) Public Speaking</p> <p>(b) Petitions</p> | |
| <p>5. LGR Update</p> <p>To receive an oral update from the Leader of the County Council.</p> | |
| <p>6. Headcount and FTE Figures and Non-Directly Employed Contract Workforce - Quarter 2 2018/19</p> <p>To consider a report by the Service Director, Organisational Development.</p> | <p>7 - 20</p> |
| <p>7. Management of Attendance 2018/19 - Quarter 2 (July 2018 to September 2018)</p> <p>To consider a report by the Service Director, Organisational Development.</p> | <p>21 - 28</p> |
| <p>8. Redundancy Costs - Quarterly Report</p> <p>To consider a report by the Service Director, Organisational Development.</p> | <p>29 - 32</p> |
| <p>9. Questions from County Councillors</p> <p>To answer any questions received in writing by the Chief Executive by not later than 10.00am on 21 November 2018.</p> | |



Staffing Committee

Minutes of the meeting held at County Hall, Colliton Park,
Dorchester, DT1 1XJ on Tuesday, 30 October 2018

Present:

Peter Wharf (Chairman)

Hilary Cox, Ray Bryan, Andy Canning, Rebecca Knox and Andrew Parry

Member Attending

Nick Ireland, Leader of the Liberal Democrat Group.

Officers Attending: Natalie Adam (HR & OD Service Manager - Advisory Service), Jennifer Lewis (Strategic Communications and Engagement Manager), Jonathan Mair (Service Director - Organisational Development (Monitoring Officer)), Stephen Mason (DCC Independent HR 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, 26 November 2018**.

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

Apologies for Absence

50 An apology for absence was received from Janet Dover.

The Leader of the Liberal Democrat Group, Nick Ireland, was invited to attend and was present throughout the meeting.

Clare Sutton and Jon Orrell had also been invited to attend in their roles as Group Leader and Deputy Group Leader but were unable to attend.

Code of Conduct

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

Minutes

52 The minutes of the meeting held on 12 September 2018 were confirmed and signed.

Public Participation

53 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.

Questions from County Councillors

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

Exempt Business55 **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 56 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, 2 and 3 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 Staffing Paper

56 The Committee considered an exempt report from Stephen G Mason, DCC Independent HR Advisor, which provided the necessary information to progress the request for Voluntary Redundancy of the Dorset County Council Chief Executive as an alternative to transfer to Dorset Council on 1 April 2019.

The Monitoring Officer advised members that Mr Mason had been commissioned to prepare the report as an independent advisor to the council. The recommendation arose from Local Government Reorganisation (LGR) with the formation of the new Dorset Council and the appointment of the Chief Executive (Designate) for the new Council.

He continued that the decision to agree the dismissal of the Chief Executive on grounds of voluntary redundancy was for the Staffing Committee. The appointment of the Interim Head of Paid Service and the Director of Adult and Community Services was a decision for the County Council following a recommendation from the Staffing Committee.

The HR&OD Service Manager highlighted to members that any recommendation going forward in respect of the Director for Children's Services would be a joint role encompassing both Children's Services and Adult Services and this along with the interim Chief Executive a Head of Paid Service role would be in place until 31 March 2019.

Members were advised of the costs associated with redundancy including the fact that there was no cost differentiation between voluntary and compulsory redundancy. It was noted that the Chief Executive had not sought to exit on any enhanced package nor via a settlement agreement, only to receive entitlements within the Council's policies. It was also confirmed that the package would not change through introduction of benefits prior to Dorset Council being established on 1 April 2019.

Following a question about redundancy packages, the HR&OD Service Manger confirmed that these were based on an officer's pay at the time of the redundancy.

The DCC Independent HR Advisor confirmed that the requirements of the Structural Change Order, whereby suitable alternative employment must be sought, had been met in order for the Council to consider voluntary redundancy of the Chief Executive.

The redundancy costs were highlighted for members along with the pension strain costs which the employer was responsible for in accordance with Council policy and pension legislation. It was noted that the pension strain cost was the cost to the Council of granting early access to pension and was not the amount received by the employee.

Reference was made to the Public Sector Exit Cap which had been a longstanding policy objective of the government. No decision had been taken and was unlikely to be enacted in the coming months.

The DCC Independent HR Advisor highlighted the proposed interim arrangements for the remaining few months until the new Council was established. The Council was required to have statutory officers in post including the Head of Paid Service (Chief Executive) and the Director for Adult Social Services (DASS).

The remuneration of the temporary post holders was discussed and confirmation was given that there would be no backfilling of the Director for Environment and Economy role.

Members discussed the alternative options considered prior to the proposal being presented to the Committee including internal and external candidates and the selection process. The Monitoring Officer confirmed that a full selection process was not required for the temporary arrangements proposed.

One member expressed concern that approval of this redundancy could set a precedent and potentially cause a financial strain on Council. The DCC Independent HR Advisor confirmed the unique position of the Head of Paid Service role which was named in the Structural Change Order and therefore this would not be setting any precedent.

Members unanimously agreed the recommendations as set out below:-

Resolved

That the request for voluntary redundancy of the current Chief Executive, Dorset County Council, be agreed.

RECOMMENDED

That the County Council be recommended to agree that:-

- i. Mr Mike Harries be designated as Interim Chief Executive and Head of Paid Service until the end of 31 March 2019; and
- ii. Mr Nick Jarman be designated as Director of Adult Social Services, in addition to his role as Director for Children's Services until the end of 31 March 2019.

Reason for decisions

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

Meeting Duration: 9.00 am - 10.20 am

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Staffing Committee

Dorset County Council



Date of Meeting	26 November 2018
Officer	Service Director for Organisational Development
Subject of Report	Head-count, FTE and Non-Directly Employed Workforce – Quarter 2 2018/19
Executive Summary	<p>The Council has a flexible approach to ensuring its workforce can deliver services to Dorset communities.</p> <p>The Council uses a combination of directly employed staff, casual workers, agency workers and specialist workers to cover services or provide or to deliver service developments. Such temporary workers enable the council to cover short term workload peaks, provide cover for vacancies or provide short term or specific expertise, skills or capacity which are not required permanently, or which are not readily available within the directly employed workforce.</p> <p>This report covers these aspects of workforce resourcing in the period up to the end of Quarter 2 2018/19 (ending 30 September 2018).</p> <p>Overall spending on direct and non -direct workforce is currently within the overall available £120million budget with spending on agency workers representing 5.4% of available budget and 1.9% on consultancy. The Chief Accountant ensures that budget monitoring information is made available regularly to enable monitoring of overall spend against available budgets.</p> <p>Overall, directly employed positions continue to decrease despite some areas of recruitment (Local Government Reorganisation Programme, Children’s Services Care and Protection, Dorset</p>

	<p>Waste Partnership, Information Communication Technologies and Public Health). Appendix B shows a breakdown of changes in FTE and headcount in different areas of the Council between the end of Quarter 1 and the end of Quarter 2.</p> <p>Spending on agency workers in Quarter 2 was £1.7M, this has increased by 9% between Quarter 1 and Quarter 2. Increased spending has occurred in all areas of the Council except DWP and Public Health. This may reflect ongoing management of work in areas where it is difficult to recruit as well as decisions to cover work temporarily in the lead up to LGR.</p> <p>Spending on use of consultancy in Quarter 2 increased by 62% compared with Quarter 1. Increases took place across all service areas. This reflects the procurement of additional skills and capacity to support business as usual, transformation, service redesign and in preparation for LGR.</p> <p>An analysis of annual spend based on a rolling 12 month shows a decreasing trend in spend on both agency and consultancy staff compared to 15/16 and 16/17 (see Appendix A figures 6 and 7). However, an analysis of spend in Quarter 1 and 2 only over the past 4 years does indicate a trend towards increasing spend particularly on consultancy for this period compared to previous years (See Appendix A figures 1 and 2). Some of this shift into temporary resourcing may be expected as we enter a period prior to LGR where vacancies may be held or covered temporarily to enable maximum flexibility to support changes required in staffing, budgets and service delivery linked to LGR.</p> <p>Appendix A (figs 4 and 5 and 8 and 9) outline a summary of the spending on agency and consultancy workers in different parts of the Council. The commentary in the report highlights the key reasons for using this flexible approach in different areas of the Council's business.</p> <p>The highest use of agency workers is in Children's' Services, where there is a long-standing recruitment problem with Children's' Social Work (reflecting a national shortage in this field). Agency use is also significant in DWP where use of agency workers is part of a flexible operating model. The highest area of consultancy use is within Adult and Community Services Directorate where additional skills and capacity are providing support for transformation work and service development across commissioning and operations.</p>
Impact Assessment:	<p>Equalities Impact Assessment: Not applicable.</p> <p>Use of Evidence:</p> <p>Staffing and financial data extracted from DES 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>
Recommendation	<p>Staffing Committee is asked to note the report and the overall trend of reducing headcount and increasing spend on agency workers and consultants.</p> <p>Staffing Committee are asked to note that some further changes may arise over the rest of 2018/19 in the numbers of direct employees and spend on agency and consultancy staff as the Council prepares for LGR. Dorset Councils have agreed to adopt a cross Council vacancy management protocol which seeks to encourage the secondment of staff across Councils in the lead up to LGR. This is likely to reduce the direct recruitment of new permanent staff and will support the delivery of future workforce and budget adjustments.</p>
Reason for Recommendation	<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 preparing for LGR, and to ensure there is full transparency about the Council's use of direct and non-direct staffing resources.</p>
Appendices	<p>A. Graphs and tables showing trends in expenditure on consultants and agency staff and usage in different areas of the business.</p> <p>B. Headcount and FTE analysis</p>
Background Papers	<p>Not applicable.</p>
Report Originator and Contact	<p>Name: Sara Collinson, HR Business Partner Tel: 01305 221507 Email: s.collinson@dorsetcc.gov.uk</p>

1. Introduction

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

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

- 2.1 Against a current budget of £120M the Council is forecasting a slight underspend overall. This forecast assumes a level of vacancies and allows for some compensating agency costs where there are essential capacity gaps.
- 2.2. 5.4% of available budget is used to fund agency workers and 1.9% to fund consultancy. Actual spend for this financial year is shown in Appendix A (figures 1, 2 and 3). Overall, the rolling 12-month trend on agency and consultancy spend is down (Appendix A Figures 6 and 7) but an increase is indicated, particularly for consultancy spend for 18/19 if we use Quarters 1 and 2 spend patterns in previous years as a comparator. This may reflect increasing use of temporary staff and consultants in the lead up to LGR in preparation for reductions in FTE as Councils merge (Appendix A Figures 1 and 2).
- 2.3 Spend on agency workers increased by 9% between Quarter 1 and Quarter 2. Increased spending has occurred in all areas of the Council except DWP and Public Health. This reflects ongoing management of work in areas where it is difficult to recruit as well as decisions to cover work temporarily in the lead up to LGR.
- 2.4 Spend on consultants increased by 62% compared with Quarter 1. Increases took place across all service areas. This reflects the procurement of additional skills and capacity to support business as usual, transformation, service redesign and in preparation for LGR.
- 2.5 There was a small decrease (of 1 FTE) overall in directly employed staff between 30 June 2018 and 30 September 2018. There have been increases in directly employed staff

in the LGR programme team, DWP, ICT, corporate development, care and protection in Children's Services, and in public health. Elsewhere, there have been reductions in directly employed staff due to restructuring and not filling vacancies i.e. HR Operations, Adult and Community Services and Children's Services (partnerships and prevention). Appendix B shows a breakdown of changes in FTE and headcount in different areas of the Council between the end of Quarter 1 and the end of Quarter 2. An analysis of Headcount and FTE numbers is attached at Appendix B.

3.0 Commentary from Directorates/Departments

3.1 Public Health

Agency staff are being used to cover vacancies and maternity leave in the Livewell Service. In Quarter 2 there has been some spend on consultancy for specific short-term pieces of work where there is a need for specific expertise. There has been a small increase in the directly employed workforce as part of normal adjustments/turnover.

3.2 Adult and Community Services

3.2.1 Adult and Community services saw a fall of 10 FTE in directly employed staff.

3.2.2 The majority of agency spend supports adult care operations. A workforce plan has been developed to continue to attract and develop talent in Dorset however in the short and medium term professional capacity is bolstered with agency resources to ensure we continue to provide safe and legal services. The use of agency resources alongside our Peripatetic team helps us to respond to emerging priorities, whilst also ensuring critical services are resourced in a planned and coordinated way (for example refocusing resources and priorities for the winter from quarter 3).

3.2.3 From October we will be launching a rolling recruitment campaign to attract new talent through existing and new channels such as social media clips, 'try before you buy' opportunities for professionally qualified workers, publicity in the Guardian and Community Care. We will continue to invest in our professional partnership with Bournemouth University, whilst looking to 'grow our own' and ultimately have an attractive offer to entice people to come to work for adult care in Dorset in the future.

3.2.4 The number of agency assignments marginally decreased from 36 to 35 during the second quarter of 2018-19. The agency worker assignments are funded using the staffing base budget held by the recruiting Manager. There were five interim executive placements in adult care operations and commissioning to provide expertise, leadership and capacity pending permanent appointments into a senior structure to support Dorset Council.

3.2.5 There are 26 Social and Health care qualified agency placements (in Locality and Hospital teams)

3.2.6 Upon closer analysis, the West Locality (Dorchester and Bridport) continue to face the greatest pressure with 5 assignments running) along with the North Dorset Locality and Peripatetic Team also running with 5 assignments each. The Safeguarding Service had 4 assignments running, the Purbeck Locality had 3 assignments and the East Dorset Locality running with 2 assignments during the period. The Weymouth Locality and Acute Hospital in the East (Royal Bournemouth Hospital) ran with one assignment each. No assignments were attached to the Christchurch Locality during this period.

- 3.2.7 4 business support agency placements provided support to brokerage, Hospitals East and commissioning, other temporary gaps were filled from the directly employed casual relief bank.
- 3.2.8 During the period 1 July to 30 September 2018, the Adult and Community Services Directorate spent £241k on consultancy and/or Freelancer services which reflects an increase of £45k from the previous quarter.
- 3.2.9 Consultants were used in the following areas:
- Programme Management Office (The expertise, skills and advice is funded by transformation monies to deliver the transformation programme priorities at pace, with individual consultant performance carefully monitored and tracked against key milestones before payment is released.
 - Libraries and Museums
 - Trading Standards
 - Miscellaneous spend (consultation & engagement, psychology services etc)
Freelancers were used to support areas such as:
 - Mental Capacity Act/Deprivation of Liberty casework
 - Library Services and Trading Standards
 - Practice Education
- 3.2.10 For particular service areas such as Trading Standards, the provision of specialists and consultants (ie industry experts) is sometimes needed to provide an independent assessment and assurance to DCC – leading to credible evidence for technical investigations and subsequent court cases.

3.3 Children's Services

- 3.3.1 The headcount for Quarter 2 2018-19 has reduced to 1043 as at 30 September 2018 from 1053 on 31 July 2018, a reduction of 8.75 FTE which is related to retaining vacancies from Quarter 1.
- 3.3.2 Agency staff continue to be used in all parts of Children's Services and a small number of agency spend is budgeted for each year. However, the majority of agency spend remains within Care & Protection. This is due to the on-going 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 care workers to meet safeguarding requirements.
- 3.3.3 In the last quarter there has been a slight increase in agency spend of £4.27K. This is up from £586.27K in quarter 1 2018-19 to £590.54K in quarter 2 2018-19. 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 continuing difficult recruitment market. The on-going recruitment issues have meant that agency workers have remained part of the social work teams. As with other LAs, it remains difficult to recruit experienced (Level 2/3) social workers although our recent recruitment drive has focussed upon securing experienced staff and there has been some success in this area. There has been some good interest in recent posts that have been advertised and this will help in reducing the number of agency workers moving forward. Care & Protection have also restructured into two area teams; this should also help with recruitment to social work positions.
- 3.3.4 There have been 20 FTE agency workers within the Help & Protection, Care & Support and Children with a Disability Teams during September 2018. There have

been 2 workers covering Team Manager vacancies. There are currently 15 FTE agency social workers to cover vacancies and 3 agency social workers covering long term sickness and maternity leave.

- 3.3.5 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 last financial year. In addition to this, Children's Services have developed a 'grow your own' strategy whereby existing staff interested in becoming social workers can be supported in achieving the relevant qualifications. Staff have now been identified through this process and are currently embarking on these routes.
- 3.3.6 Dorset is continuing to work with neighbouring colleagues in Bournemouth & Poole around training and development. Children's Services has also successfully secured a major bid from the Department for Education Innovation Fund called Reinvigorating Social Work. Some agency staff are being used to cover posts vacated because of staff becoming part of the Reinvigorating Social Work team. It is anticipated that this will help in improving retention of social workers and was launched in September 2017 with a number of cohorts having already gone or going through the programme. This is due to finish in August 2019.
- 3.3.7 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 officers within Care & Protection.
- 3.3.8 The use of agency staff and agency spend is regularly monitored by the Children's Services Leadership Team with approval for such staff extending to requests for both new agency cover and the continuation and extension of existing assignments.
- 3.3.9 Children's Services consultancy costs have increased from £105.81K from Quarter 1 2018-19 to £135.73K for Quarter 2 of 2018-19. This is an increase of £29.92K

3.4 Chief Executive's Department including Corporate Resources

- 3.4.1 In Quarter 2 there were headcount decreases of around 6FTE in HR operations and Governance and Assurance.
- 3.4.2 During Quarter 2, the Department saw an increase in the costs of agency assignments and consultants compared to Quarter 1. Agency staff and consultancy have been used to support LGR, legal and procurement areas to cover workload peaks and vacancies.

3.5 Environment and the Economy

- 3.5.1 The Directorate saw an increase of 13FTE in directly employed staff mainly in ICT as staff transferred from service areas and in Corporate Development to support Transformation and LGR work.
- 3.5.2 The Directorate had a steady level of spend on agency assignments between Quarter 1 and Quarter 2. The Directorate use agency staff to cover project work in both Dorset Highways and Dorset Property and to cover peaks in workload within Dorset Travel, ICT and Dorset Direct.

3.5.3 Over the same period, consultancy spend increased with spend related to The Bike ability Freelance Trainers, the LEADER Programme providing small grants to local businesses who introduce innovative and new concepts to their business, Area of Outstanding Natural Beauty (AONB) surveys, Local Transport Planning, Mineral and Waste and Traffic Control planning.

3.6 Dorset Waste Partnership

3.6.1 In the DWP spend on agency staff slightly decreased between Quarter 1 and Quarter 2 and there was an increase of 6 FTE in directly employed staff.

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

3.6.3 Spend on consultancy remained minimal in Quarter 2 to provide specialist skills.

4.0 Vacancy Management

4.1 Dorset Councils have agreed to adopt an agreed cross Council vacancy management protocol which seeks to encourage the secondment of staff across Councils in the lead up to LGR. This is likely to reduce the direct recruitment of new permanent staff and will support the delivery of future workforce and budget adjustments.

Jonathan Mair

Service Director for Organisational Development

November 2018

Fig 1.

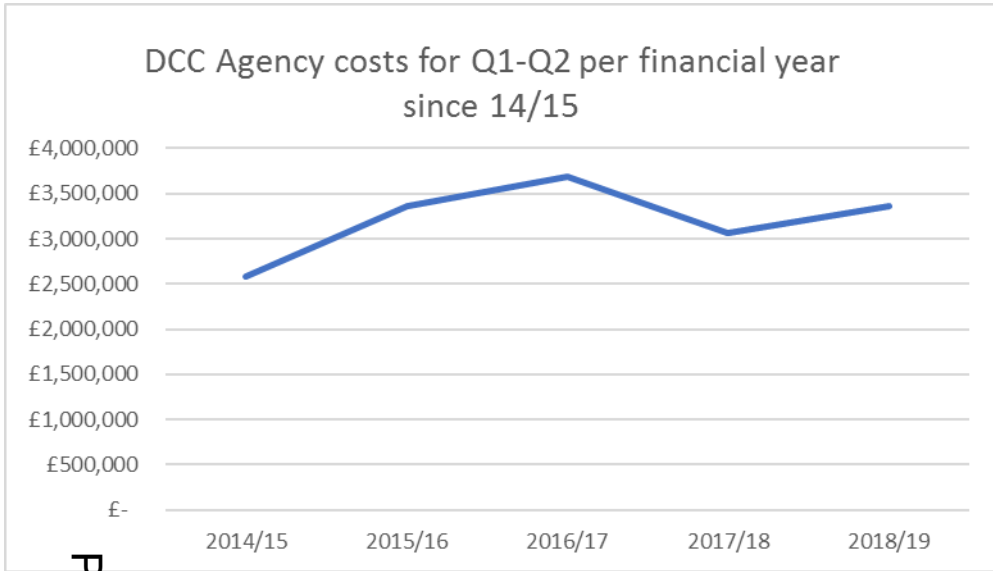
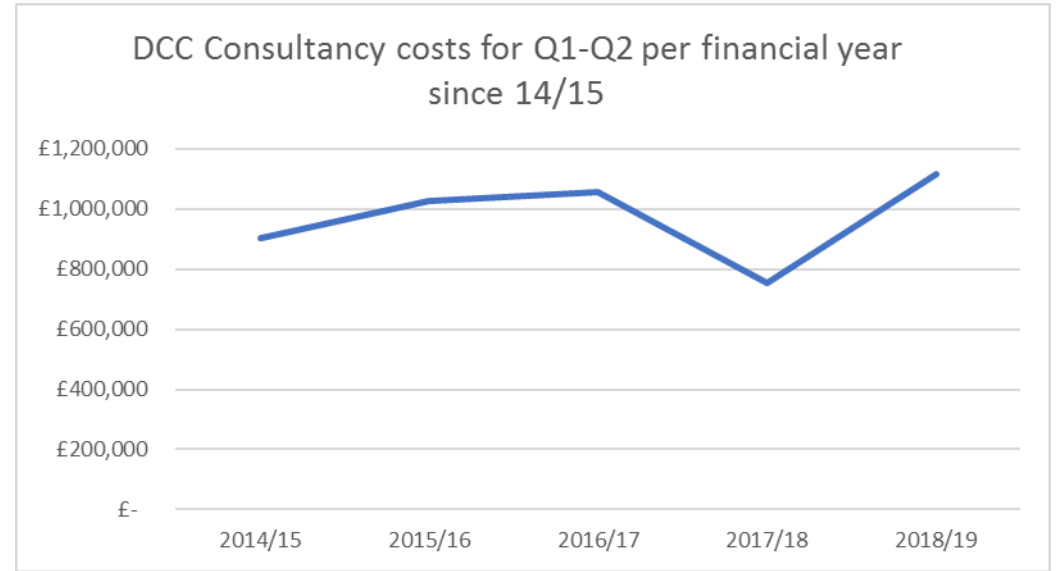


Fig. 2

Appendix A



Agency	Q1	Q2	Total
2014/15	£1,039,500	£1,548,900	£2,588,400
2015/16	£1,506,200	£1,861,400	£3,367,600
2016/17	£1,602,600	£2,090,800	£3,693,400
2017/18	£1,509,120	£1,557,920	£3,067,040
2018/19	£1,612,410	£1,753,820	£3,366,230

Consultancy	Q1	Q2	Total
2014/15	£240,200	£664,200	£904,400
2015/16	£377,900	£648,000	£1,025,900
2016/17	£485,400	£569,200	£1,054,600
2017/18	£286,090	£467,770	£753,860
2018/19	£426,380	£689,870	£1,116,250

Fig. 3

Q1 - 2018/19	Agency	Consultancy
Adults & Community Services	£ 358,310	£ 195,560
Chief Executives & Cabinet	£ 115,900	£ 99,610
Children's Services (non-schools)	£ 586,270	£ 105,810
Environment & the Economy	£ 56,520	£ 24,420
Dorset Waste Partnership	£ 477,590	£ 3,720
Public Health	£ 17,820	-£ 2,750
Total	£ 1,612,410	£ 426,370

Q2 - 2018/19	Agency	Consultancy
Adults & Community Services	£ 380,340	£ 240,950
Chief Executives & Cabinet	£ 253,590	£ 194,820
Children's Services (non-schools)	£ 590,540	£ 135,730
Environment & the Economy	£ 59,120	£ 67,390
Dorset Waste Partnership	£ 455,340	£ 6,340
Public Health	£ 14,900	£ 44,630
Total	£ 1,753,830	£ 689,860

Fig. 4

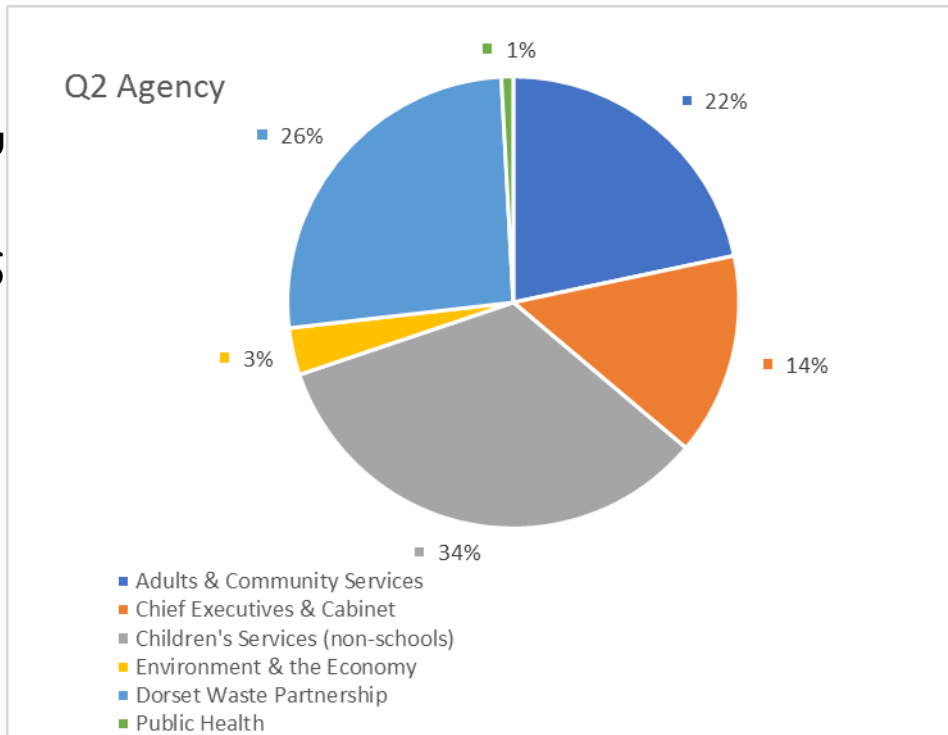


Fig. 5

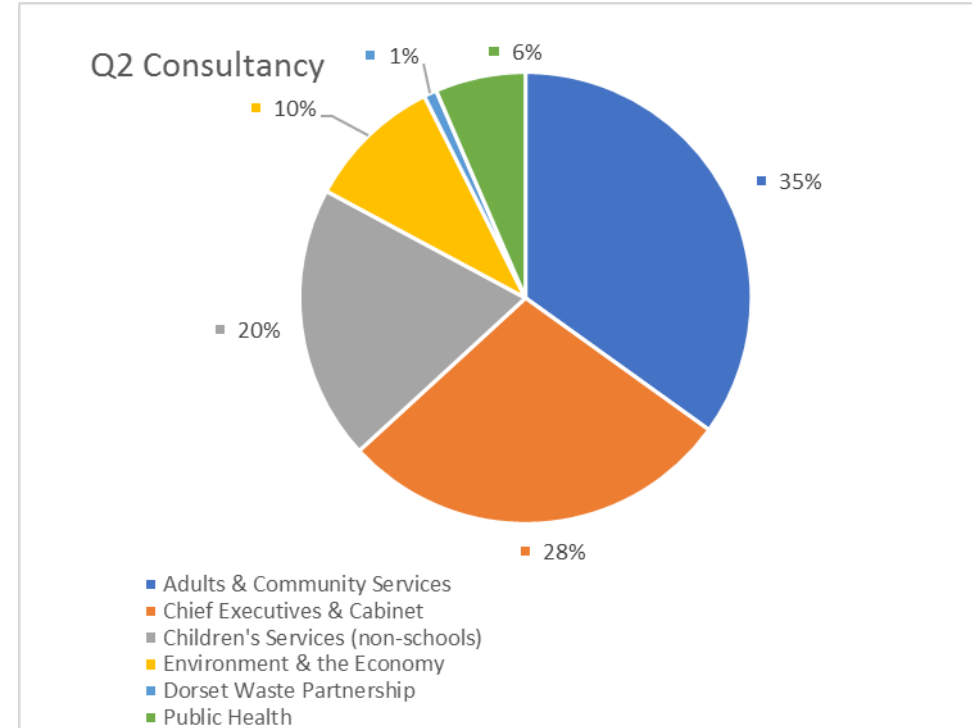


Fig. 6

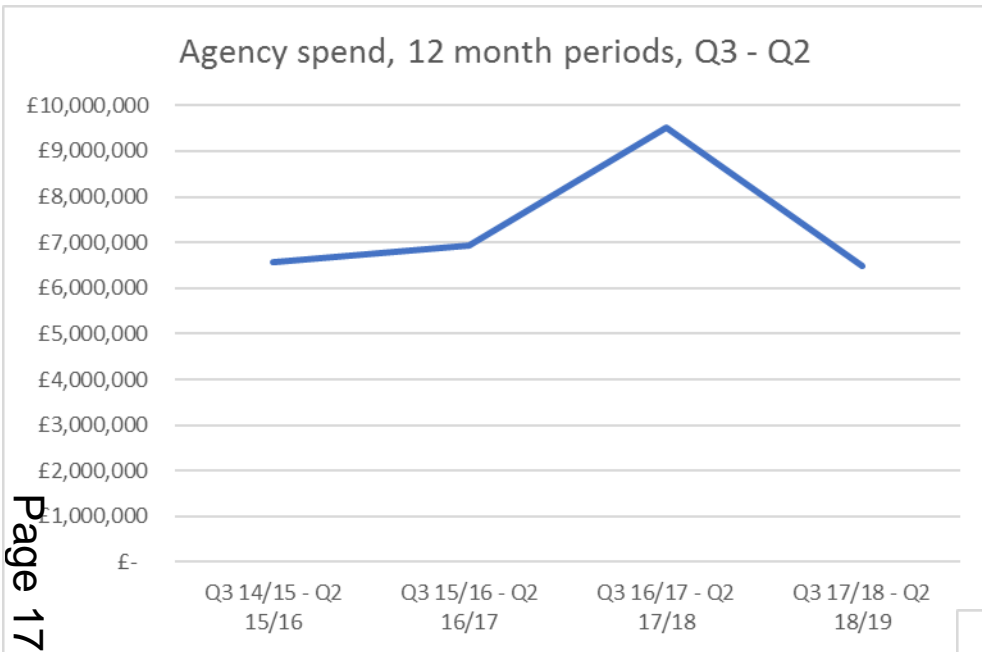


Fig. 7

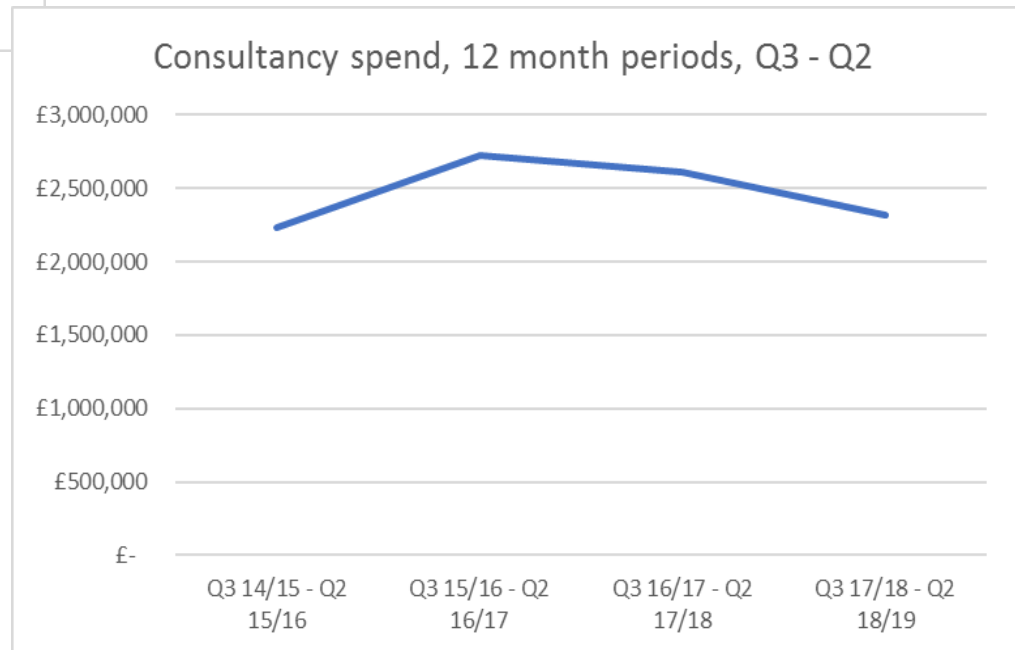


Fig. 8

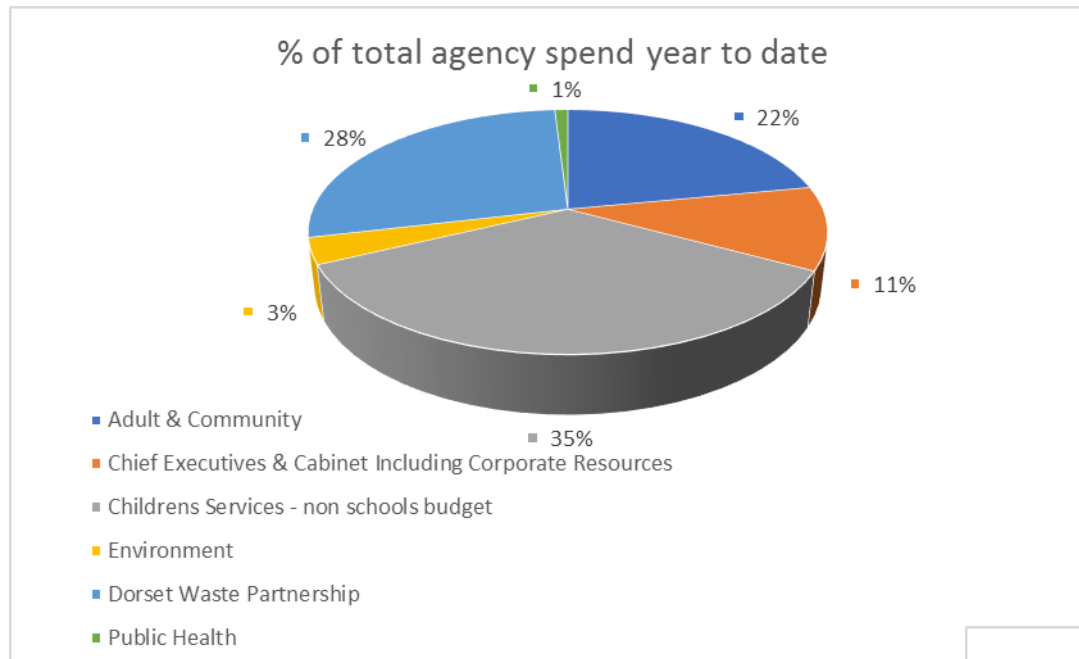
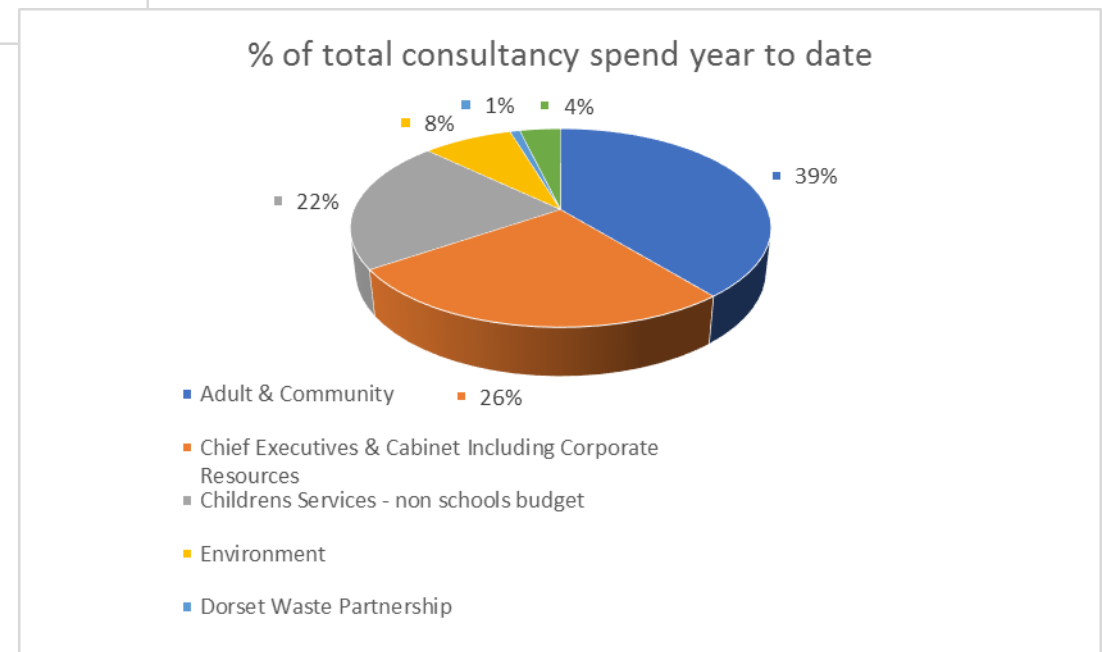


Fig. 9



Appendix B - Headcount and FTE analysis

DCC - Monthly Figures Headcount & FTE - Q2 2018/19

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

Directorate	Service	30 Jun 2018		31 Jul 2018		31 Aug 2018		30 Sep 2018	
		Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Adult & Community Services	Adult & Community Services Director and PA	3	3.00	3	3.00	3	3.00	3	3.00
	Adult Care	435	370.89	433	368.33	434	369.22	431	365.01
	Early Help & Community Services	395	199.51	393	197.53	394	197.73	384	196.41
	Safeguarding and Quality	55	46.77	55	46.93	52	44.93	55	46.54
Adult & Community Services Total		888	620.17	884	615.79	883	614.88	873	610.96
Children's Services	Children's Services Director and PA	4	4.00	5	5.00	4	4.00	4	4.00
	Care and Protection	476	356.66	479	359.36	480	361.20	478	359.72
	Design & Development	285	223.17	286	223.97	288	225.24	295	229.09
	Partnerships & Prevention	292	226.28	282	217.98	275	211.77	266	205.36
Children's Services Total		1,057	810.11	1,053	806.92	1,047	802.21	1,043	798.17
Chief Executive	Chief Executive, Assistant Chief Executive and PAs	3	2.76	3	2.76	3	2.76	3	2.76
Chief Executive Total		3	2.76	3	2.76	3	2.76	3	2.76
Finance & Procurement	Financial Services	129	115.36	128	114.36	127	114.36	128	115.86
	Estate & Assets	35	32.63	34	31.95	34	31.95	35	32.34
	Treasury and Investments	4	4.00	4	4.00	4	4.00	4	4.00
	Pensions Benefits	38	33.57	37	32.57	39	34.00	39	34.57
	LGR Finance Team	2	2.00	2	2.00	2	2.00	2	2.00
	Finance & Procurement	2	1.64	2	1.64	2	1.64	2	1.64
Finance & Procurement Total		210	189.20	207	186.52	208	187.95	210	190.41
Organisational Development	Democratic Services	13	10.46	13	10.67	13	10.67	13	10.67
	Governance & Assurance Services	9	8.95	6	5.95	6	5.95	6	5.95
	HR Operations	77	64.51	76	63.43	73	62.22	72	60.87
	HR Specialist Services	33	29.20	34	29.20	33	29.20	33	29.20
	Legal Services	39	34.69	39	34.69	39	34.69	38	34.58
	HR Specialist Services - LGR	0	0.00	0	0.00	0	0.00	0	0.00
Organisational Development	3	1.96	3	1.96	3	1.96	3	1.96	
Organisational Development Total		174	149.77	171	145.90	167	144.69	165	143.23
Environment & the Economy	Environment & the Economy Director and PA	7	6.81	7	6.81	7	6.81	7	6.81
	Corporate Development	58	50.95	63	56.11	64	56.42	62	54.42
	Business Improvement Team	0	0.00	0	0.00	0	0.00	0	0.00
	Economy	0	0.00	0	0.00	0	0.00	0	0.00
	Economy & Environment	627	435.82	618	430.02	620	431.55	623	435.91
	Environment	0	0.00	0	0.00	0	0.00	0	0.00
	Dorset Highways	280	268.53	275	263.53	276	265.91	275	264.91
	ICT and Customer Services	223	202.91	230	208.18	234	212.92	237	216.18
Environment & the Economy Total		1,195	965.02	1,193	964.65	1,201	973.61	1,204	978.23
Shaping Dorset Councils	Shaping Dorset Councils 2	0	0.00	6	5.60	5	5.00	5	5.00
	Shaping Dorset Councils	0	0.00	0	0.00	1	1.00	1	1.00
	Communications - Shaping Dorset Councils	0	0.00	1	1.00	1	1.00	1	1.00
Shaping Dorset Councils Total		0	0.00	7	6.60	7	7.00	7	7.00
LGR Programme	LGR Programme 2	4	4.00	0	0.00	0	0.00	0	0.00
LGR Programme Total		4	4.00	0	0.00	0	0.00	0	0.00
DCC TOTAL (Excluding Dorset Waste Partnership & Public Health)		3,532	2,741.43	3,518	2,729.14	3,516	2,733.10	3,505	2,730.76
Dorset Waste Partnership*		409	401.83	411	403.83	409	401.83	415	407.26
Public Health*		62	53.76	63	54.41	63	54.68	68	58.89
DCC TOTAL (Including Dorset Waste Partnership & Public Health)		4,003	3,197.02	3,992	3,187.38	3,988	3,189.61	3,988	3,196.91

*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	2,002	1,703.74	1,966	1,675.54	1,951	1,661.75	1,910	1,645.71
Schools - Support	3,791	1,673.48	3,671	1,627.39	3,622	1,610.07	3,640	1,616.16
SCHOOLS TOTAL	5,793	3,377.22	5,637	3,302.93	5,573	3,271.82	5,550	3,261.87
DCC & SCHOOLS TOTAL	9,796	6,574.24	9,629	6,490.00	9,561	6,461.43	9,538	6,458.78

Academies - Teaching Staff	1,316	1,132.73	1,315	1,132.28	1,313	1,130.71	1,319	1,144.95
Academies - Support Staff	2,079	1,012.82	2,043	1,000.74	2,036	999.91	1,973	985.11
ACADEMIES TOTAL	3,395	2,145.55	3,358	2,133.02	3,349	2,130.62	3,292	2,130.06

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Staffing Committee

Dorset County Council



Date of Meeting	26 November 2018
Officer	Service Director for Organisational Development
Subject of Report	Management of Attendance 2018/19 – Quarter 2 (July 2018 to September 2018)
Executive Summary	<p>Sickness absence has fallen to its lowest level in two years, during a time when employees are balancing the need for service continuity with transition to the new unitary authorities.</p> <p>Sickness absence has reduced by 0.54 days per FTE this quarter and now stands at 7.70 days per FTE. Both mental health and musculoskeletal related absence have fallen this quarter. The most significant reductions are reported in Economy and Environment (0.8 days), Adults (0.7 days) and Finance (0.7 days). Children’s Services has seen a rise of 0.3 days but has seen a fall in sickness over the medium term. Organisational Development sickness has risen this quarter of 0.5 days to 7.0 days per FTE.</p> <p>The report also provides an update against progress on the recent sickness absence audit report.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>No separate EqIA has been conducted / is required, although the Council’s policy on the management of attendance is itself subject to EqIA considerations.</p>
	<p>Use of Evidence:</p> <p>The report is wholly evidence-based. Sickness targets have been established on a common basis applicable to all categories and groups of staff.</p>

Management of Attendance 2018/19 – Quarter 2 – July to September 2018

	<p>Budget:</p> <p>There are no direct cost implications arising from this report.</p>
	<p>Risk Assessment:</p> <p>No specific decision is requested in the relation to this report. The associated risk is low.</p>
	<p>Other Implications:</p> <p>Not applicable.</p>
Recommendation	Staffing Committee is asked to note the sustained progress on reducing sickness absence with DCC.
Reason for Recommendation	To provide a focus for the effective management of attendance within the Council.
Appendices	Appendix: DCC Management Dashboard as 1.10.18
Background Papers	None
Officer Contact	<p>Name: Paul Loach, HR Business Partner</p> <p>Tel: 01305 225189</p> <p>Email: paul.loach@dorsettcc.gov.uk</p>

Management of Attendance 2018/19 – Quarter 2 – July to September 2018

1. Introduction

- 1.1 This report considers Quarter 2 sickness data (July to September 2018), and refers to the Council's quarterly and annual sickness data trends.

2. DCC sickness absence: a yearly perspective

Table 1: Sickness absence in DCC for the last 24 months

Date	DCC (excluding schools) Average days lost per full time equivalent (FTE)
September 2016	9.53 *
December 2016	9.55 *
March 2017	8.35
June 2017	8.44
September 2017	8.53
December 2017	7.95
March 2018	8.25
June 2018	8.24
September 2018	7.70

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

- 2.1 Sickness absence for Q2 (July to September 2018) is at its lowest rate for over 2 years, at 7.70 days per FTE per year. This is among the lowest employee sickness absence figures we have on record.
- 2.2 This quarter has seen a reduction of 0.54 sickness days from Q1, and a fall of 0.83 sickness days from 12 months ago, i.e. September 2017.
- 2.3 It does, perhaps, feel counter-intuitive that – at a time of such significant change – staff sickness has fallen so markedly. One potentially partial explanation, in theory, could be that sickness is being under-reported. There is no evidence for this, anecdotally or otherwise, at

Management of Attendance 2018/19 – Quarter 2 – July to September 2018

the time of writing, but HR will continue to pay close attention to these patterns and related issues.

3. Ill-health retirements and dismissals

3.1 For the twelve month period ending Q2 2018/19, the Council dismissed 16 employees due to medical incapability plus 1 ill health retirement. This compares with 14 medical incapability dismissals and 2 ill health retirements for the previous twelve month period ending Q1 2018/19. For each individual directorate:

- Adult and Community Services dismissed 1 employees due to medical incapability, no ill-health retirements.
- Children's Services dismissed 2 employees due to medical incapability, 1 ill-health retirements.
- Economy and Environment dismissed 4 employees due to medical incapability, no ill-health retirements.
- Chief Executives dismissed 2 employees due to medical incapability, no ill-health retirements.
- Dorset Waste Partnership (DWP) dismissed 7 employees due to medical incapability, no ill-health retirements.

4. Table 2: Reasons for sickness absence: (Q2: July 2018 to September 2018) All DCC (excl. Tricuro and Schools)

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

Sickness Reason	Pro Rata Days Lost Q2	Sickness Cost Q2 £	% Days Lost Q2 by sickness reason	% Days Lost - previous quarter	% Change since last quarter
ANXIETY/DEPRESSION	907	89,053	14.5%	17.0%	-2.5%
CANCERS/TUMOURS	641	57,699	10.2%	9.6%	0.6%
CARDIOVASCULAR	108	6,901	1.7%	2.4%	-0.7%
CARPAL TUNNEL SYNDROME	13	806	0.2%	0.1%	0.1%
DIGESTIVE SYSTEM	835	68,592	13.3%	11.0%	2.3%
EAR,NOSE, THROAT	386	31,714	6.2%	7.6%	-1.4%
ENDOCRINE/GLANDULAR	29	1,789	0.5%	1.3%	-0.8%
INFECTIOUS DISEASES	55	4,527	0.9%	0.6%	0.3%
MISCELLANEOUS	45	3,405	0.7%	0.3%	0.4%
NECK/BACK PROBLEMS	406	39,262	6.5%	3.8%	2.7%
NERVOUS SYSTEM	250	23,456	4.0%	2.9%	1.1%
OTHER MENTAL HEALTH	140	11,504	2.2%	1.3%	0.9%
OTHER MUSCLOSKELETAL	860	63,270	13.7%	13.9%	-0.2%
REPRODUCTIVE AND URI	313	28,697	5.0%	3.6%	1.4%
RESPIRATORY	287	25,822	4.6%	5.6%	-1.0%
RHEUMATISM/ARTHRITIS	8	244	0.1%	0.1%	0.0%
RSI/UPPER LIMB DISORDER	101	9,812	1.6%	0.2%	1.4%
SKIN RELATED	124	10,490	2.0%	0.5%	1.5%
STRAINS/SPRAINS	74	4,571	1.2%	1.8%	-0.6%
STRESS	686	69,631	10.9%	16.4%	-5.5%
Grand Total	6,266	551,245	100.0%	100.0%	

Management of Attendance 2018/19 – Quarter 2 – July to September 2018

- 4.1 Mental Health related absence has reduced from 34.7% of all absences in Q1, to 27.6% of all absences in Q2.
- 4.2 Other than minor variations, the sickness reasons for Q2 are similar to Q1 (though less in number and cost).
- 4.3 The cost of absence in Q2 is £551,245 (Q1 costs were £579,278).
- 4.4 The number of sickness days absence in Q2 is 6,266 (Q1 absence days were 6,460 days).

5. Mental Health-related sickness

Table 3: Mental Health-related sickness October 2017 - September 2018

Directorate	Non-Work Related		Work Related		TOTAL	
	Pro Rata Days Lost	Sum of Sickness Cost £	Pro Rata Days Lost	Sum of Sickness Cost £	TOTAL Pro Rata Days Lost	TOTAL Sickness Cost £
Adult & Community Services	1,086	121,320	155	12,562	1,241	133,882
Children's Services	1,934	199,260	767	86,254	2,700	285,513
Dorset Waste Partnership	519	38,398	29	2,074	548	40,472
Environment & Economy	1,980	173,769	450	45,820	2,430	219,590
Finance & Procurement	160	10,589	89	6,216	249	16,804
Organisational Development	165	19,400	39	5,884	204	25,284
Public Health	85	7,623	6	679	91	8,302
Grand Total	5,928	570,360	1,535	159,488	7,463	729,848

- 5.1 Employees can record their mental health related sickness as either work-related or not work-related.
- 5.2 In overall terms, around a quarter of all absences caused by mental health conditions are recorded as work-related, though this varies by Directorate.
- 5.3 DCC adopts the use of the Health & Safety Executive's Stress risk assessment tool to understand the causes of work-related stress and agree interventions. Examples of interventions could include changes to job design, changes to working relationships or the earlier identification of signs of stress to enable remedial action to be taken.

6. Musculoskeletal absence

Table 5: Musculoskeletal causes of sickness (October 2017 to September 2018 v July 2017 to June 2018)

Management of Attendance 2018/19 – Quarter 2 – July to September 2018

Directorate	Pro Rata Days Lost (Oct 17 to Sept 18)	Sickness Cost (Oct 17 to Sept 18) £	Previous results (Pro -rata days lost July 17 to June 18)	Previous results (Sickness Costs July 17 to June 18)
Adult & Community Services	815	68,469	807	62,133
Children's Services	1,215	113,507	1,303	120,732
Dorset Waste Partnership	2,138	144,703	2,363	157,841
Environment & Economy	1,586	113,703	1,628	113,487
Finance & Procurement	53	4,253	104	8,046
Organisational Development	51	4,556	46	4,167
Programme	1	86	0	0
Public Health	74	10,984	52	10,184
Grand Total	5,933	460,262	6,303	476,590

- 6.1 Musculoskeletal absence includes neck, back, repetitive strain injury and strains and sprains.
- 6.2 The latest data shows a further drop in musculoskeletal absence of 370 days / £16,228 in the last reporting period. This continues a trend of reducing musculoskeletal absence (16/17 to 17/18), where days lost have reduced by 12% and sickness cost by 21%.
- 6.3 DCC continues to provide employees with extensive moving and handling training, health and safety risk assessments and Occupational Health assessments to prevent and reduce absences. The continuing reduction in volumes of this category of sickness absence suggests this provision is effective in producing the desired results.

7. An update on the sickness audit actions

- 7.1 A sickness management audit carried out in April 2018 concluded "reasonable assurance" in relation to DCC's management of sickness absence. Several improvements were identified by the organisation and auditors, and a subsequent action plan was agreed. A summary of the audit recommendations is set out below, together with the actions taken for each one.

Ref:	Audit Recommendations (Summary)	Action Taken
1.1 (a)	Promote (communicate) the new DES sickness suite to managers.	Completed. A 'Top tips for effective sickness management' document was created and communicated to all staff and managers, highlighting how to correctly report sickness absence in DES (i.e. recording a long-term absence as one sickness entry, not multiple sickness entries). Also highlighted was the importance of completing return-to-work interviews and the promotion of the new DES sickness software suite.
1.2 (a)	Timely notification of absence for Passenger Assistants is put in place (Environment and Economy)	Completed. A new recording and monitoring system has been put in place which enables a daily recording of absence, allowing early action to be taken.

Management of Attendance 2018/19 – Quarter 2 – July to September 2018

1.2 (b)	Update all Passenger overdue Passenger Assistant absence.	Completed. All PA absence is up to date and the new sickness monitoring system acts as an ongoing checking mechanism.
1.3(a)	Promote (communicate) the new DES sickness suite to managers.	Completed. See action taken 1.1 (a)
2.1 (a)	Review mechanism for RTW interview completion rates	Completed. Reviewed at Directorate leadership teams on a monthly basis.
2.1(b)	Review mediated access teams to ensure RTW and absence notifications are recorded properly (i.e. one absence, not multiple individuals absences)	Completed - no issues found
2.1 (c)	RTW completion process put in place for Passenger Assistants and Grounds workers (EE)	Partial completion. The new sickness monitoring system in Dorset Travel will prompt Compliance Officers to complete RTW interviews. We will be monitoring progress and will roll this out to Grounds workers in the coming weeks.
2.1(d)	RTW completion process put in place for Residential care home staff in permanency team (Childrens)	Completed. The permanency team has a RTW rate of 90% at the time of writing.
2.1(e)	Provide guidance on recording long term absence (as one absence not multiple).	Completed. See action taken 1.1 (a)
2.1(f)	Agency workers understand the RTW and sickness absence procedures	Completed. See action taken 1.1 (a)

8. Comment / Observation

Sickness absence has fallen to its lowest level in two years, and among the lowest figures we have on record, during a time when employees are balancing the need for service continuity with transition to the new unitary authorities.

It should be noted that sickness absence often fluctuates between quarters, but there is a clear trend of falling sickness absence over a longer period of time at organisational level. The focus on wellbeing and mental health within DCC remains strong and visible, which is most important during this time of organisational transition.

Jonathan Mair
Service Director for Organisational Development
 November 2018
APPENDIX

Management of Attendance 2018/19 – Quarter 2 – July to September 2018

High Level DCC Dashboard as at 1.10.18

Organisation	Manager	RTW Interviews	RTW Interviews %	Sickness Days Lost	Headcount FTE	% of Working Days Lost per FTE 1.10.18 *	Sickness Days Lost Per FTE 1.10.18	Sickness Days Lost Per FTE 1.7.18	Direction of Travel
Dorset County Council	Mrs Deborah Ward	4910	80%	24,629	3,197.0	3.4%	7.7	8.0	↓
Adult & Community Services	<Vacant Position>	1017	89%	4,164	611.9	3.0%	6.8	7.5	↓
Adult Care	Mr Martin Elliott	571	89%	2,344	366.6	2.8%	6.4	6.9	↓
Commissioning, Partnership & Quality	Mr Paul Leivers	378	90%	1,343	198.8	3.0%	6.8	6.7	↑
Learning Disability/Mental Health	Mr Harry Capron	68	81%	478	46.6	4.5%	10.3	15.8	↓
Children's Services	<Vacant Position>	1234	80%	6,085	796.2	3.4%	7.6	7.3	↑
Care and Protection	Mr Kevin Peers	529	80%	2,860	321.5	3.9%	8.9	8.0	↑
Commissioning & Partnerships	Miss Claire Shiels	350	79%	1,585	206.9	3.4%	7.7	6.5	↑
Schools & Learning Service	Mr Andrew Reid	317	85%	1,354	229.1	2.6%	5.9	7.0	↓
Dorset Waste Partnership	Ms Karyn Punchard	674	92%	3,807	409.3	4.1%	9.3	9.3	↑
DWP Finance and Commercial	Mr Paul Ackrill	23	85%	201	12.8	6.9%	15.7	8.4	↑
DWP Operations	Mr Michael Moon	585	91%	3,398	360.1	4.1%	9.4	9.7	↓
DWP Strategy	Mrs Gemma Clinton	65	100%	188	34.4	2.4%	5.5	5.1	↑
Environment & Economy	Mr Michael Harries	1269	65%	8,071	977.5	3.6%	8.3	9.1	↓
Corporate Development	Mrs Karen Andrews	75	89%	244	53.4	2.0%	4.6	4.6	↓
Dorset Highways	Mr Andrew Martin	390	67%	1,928	265.9	3.2%	7.3	10.3	↓
Economy&Environment	Mr Matthew Piles	486	53%	4,359	437.9	4.4%	10.0	9.8	↑
ICT and Customer Services	Mr Richard Pascoe	318	89%	1,540	218.2	3.1%	7.1	7.3	↓
Finance & Procurement	Mr Richard Bates	361	87%	1,208	190.4	2.8%	6.4	7.1	↓
Estate & Assets	Mr Peter Scarlett	71	82%	172	32.3	2.3%	5.3	5.4	↓
Financial Services	Mr William Mcmanus	192	86%	825	115.9	3.1%	7.1	8.4	↓
Organisational Development	Mr Jonathan Mair	308	94%	1,000	143.2	3.1%	7.0	6.5	↑
Democratic Services	Mr Lee Gallagher	10	71%	91	10.7	3.7%	8.5	6.9	↑
Governance & Assurance Services	Mr Mark Taylor	16	100%	47	6.0	3.5%	7.9	6.3	↑
HR Operations	Mr Christopher Matthews	175	97%	328	60.8	2.4%	5.4	4.7	↑
HR Specialist Services	Mr Carl Wilcox	34	92%	87	29.2	1.3%	3.0	5.6	↓
Legal Services	Miss Grace Evans	73	94%	446	34.6	5.7%	12.9	10.8	↑
Public Health	Doctor David Phillips	41	68%	272	58.9	2.0%	4.6	4.3	↑

* % of working days lost = 365 - 137 non working days (104 weeknds, 25 days leave, 8 days Public Holidays) = 228 working days

Staffing Committee

Dorset County Council



Date of Meeting	26 November 2018
Officer	Service Director Organisational Development
Subject of Report	Redundancy Costs – Quarterly Report
Executive Summary	<p>Costs relating to individual redundancies are approved by Corporate 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 30 September 2018 (Quarter 2).</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>No separate EqIA is required for this report although restructuring exercises where relevant are subject to EqIA considerations.</p>
	<p>Use of Evidence:</p> <p>This report is based on data from redundancy dismissals effective from 1 July to 30 September 2018.</p>
	<p>Budget:</p> <p>There are no direct cost implications arising from this report, as costs shown have already been agreed by the Corporate Director. The report shows the costs, savings and average payback periods relating to redundancy dismissals in the period.</p>

Redundancy Costs – Quarterly Report

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

Redundancy Costs – Quarterly Report

1. Introduction

1.1. Corporate 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 Corporate 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.

2. Costs/Savings for July to September 2018

2.1. The table below shows the total cumulative costs associated with redundancy dismissals effective during the second quarter of the financial year, from 1 July to 30 September 2018.

Month	Total Number of Redundancies by Directorate		Number including a capitalised pension cost	Redundancy Payment	Capitalised Pensions Cost	Total Costs	Total Annual Savings	Average Payback Period (Months)
July 2018	Adult & Community	6	3	£70,705	£30,267	£100,972	£123,462	7
August 2018	Children's Services	2	0	£10,837	£0	£10,837	£37,688	5
	Environment & the Economy	2	1	£34,300	£4,905	£39,205	£70,780	7
September 2018	Children's Services	3	0	£33,936	£0	£33,936	£90,596	5
	Environment & the Economy	2	1	£14,965	£31,223	£46,188	£77,992	10
Totals		15	5	£164,743	£66,395	£231,138	£400,518	7

Redundancy Costs – Quarterly Report

- 2.2. The total savings for the second quarter is approximately £170,000 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 below the two-year period.
- 2.4. The total saving for the period as a result of the reduction in the multiplier from 1.75 to 1.5, effective from 1 April 2017, is £27,457. Two of the redundancy payments in the period were subject to the minimum reference salary, also effective from 1 April 2017.

3. Severance Packages over £100,000

- 3.1 Severance packages exceeding £100,000 for all staff below Assistant Director and Service Director level are approved by the Corporate Director, after consultation with the Cabinet Member for the Directorate, the Cabinet Member for Workforce and Group Finance Manager.
- 3.2 During the period, no cases exceeded £100,000.

4. Future Considerations

- 4.1. Although there continues to be press coverage, there is still no decision 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.
- 4.2. A Private Members Bill is currently being considered by the House of Commons (Public Sector Exit Payments (Limitation) Bill 2017 – 19). Updates will be provided to the committee as necessary.

Jonathan Mair
Service Director Organisational Development

26 November 2018