

A meeting of the **EMPLOYMENT COMMITTEE** will be held in **THE CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 22 MAY 2019** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact  
(01480)**

## **APOLOGIES**

**1. MINUTES** (Pages 5 - 8)

To approve as correct records the Minutes of the meetings of the Committee held on 13th February and 15th May **(TO FOLLOW)** 2019.

**A Roberts  
388015**

**2. MEMBERS' INTERESTS**

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda Item.

**3. MENTAL HEALTH FIRST AID**

To receive a presentation by the Learning and Development Manager on the Mental Health first Aid initiative.

**C Ward  
388693**

**4. ICARE VALUE - ENTERPRISING**

To discuss the Enterprising ICARE Value.

**K Hans  
388329**

**5. EMPLOYEE SURVEY 2018 ACTION PLAN UPDATE** (Pages 9 - 10)

To consider and comment on a report by the Corporate Team Manager on progress against the Employee Survey 2018 Action Plan.

**E Charter  
388013**

**6. WORKFORCE INFORMATION REPORT (QUARTER 4)** (Pages 11 - 22)

To consider an update on HR matters impacting on the performance of the organisation.

**K Hans  
388329  
W Channon  
388158  
P Corley  
388269**

**7. REWARD AND RECOGNITION** (Pages 23 - 28)

To consider and comment on a report on reward and recognition.

**K Hans  
388329**

**8. TERMS OF REFERENCE AND CONSTITUTION OF THE STAFF**

## COUNCIL (Pages 29 - 34)

To consider and comment on updated terms of Reference and Constitution of the Staff Council.

G McDowell  
388386

## 9. STAFF COUNCIL

At the request of Staff Council representatives to consider a range of issues.

G McDowell  
388386

Dated this 15 day of May 2019



Head of Paid Service

### Notes

#### 1. Disclosable Pecuniary Interests

(1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*

(2) *A Member has a disclosable pecuniary interest if it -*

*(a) relates to you, or*

*(b) is an interest of -*

*(i) your spouse or civil partner; or*

*(ii) a person with whom you are living as husband and wife; or*

*(iii) a person with whom you are living as if you were civil partners*

*and you are aware that the other person has the interest.*

(3) *Disclosable pecuniary interests includes -*

*(a) any employment or profession carried out for profit or gain;*

*(b) any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);*

*(c) any current contracts with the Council;*

*(d) any beneficial interest in land/property within the Council's area;*

*(e) any licence for a month or longer to occupy land in the Council's area;*

*(f) any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or*

*(g) a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.*

#### Non-Statutory Disclosable Interests

(4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*

(5) *A Member has a non-statutory disclosable interest where -*

*(a) a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or*

- electoral area for which you have been elected or otherwise of the authority's administrative area, or*
- (b) it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or*
- (c) it relates to or is likely to affect any body –*
- (i) exercising functions of a public nature; or*
  - (ii) directed to charitable purposes; or*
  - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.*

*and that interest is not a disclosable pecuniary interest.*

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**Please contact Anthony Roberts, Democratic Services, Tel: 01480 388169 / email [Anthony.Roberts@huntingdonshire.gov.uk](mailto:Anthony.Roberts@huntingdonshire.gov.uk) if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.**

**Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.**

**Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.**

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the EMPLOYMENT COMMITTEE held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 13 February 2019.

PRESENT: Councillor R J West – Chairman.  
Councillors Mrs A Dickinson, D N Keane, Mrs J Tavener and D M Tysoe.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors B S Chapman, Mrs P A Jordan and D Terry.

### **26. MINUTES**

The Minutes of the meeting of the Committee held on 29th November 2019 were approved as a correct record and signed by the Chairman.

### **27. MEMBERS' INTERESTS**

No declarations of interests were received.

### **28. ICARE VALUES - ACCOUNTABLE / RESPECTFUL**

Members received an update on the uses to which their input at the last meeting on two ICARE values had been put. These included sharing them with the Senior Leadership Team and with the Officer People Group and establishing links with the Customer Services and Learning and Development Strategies.

Having been acquainted with the definitions that had been devised for the Accountable and Respectful ICARE Values, Members deliberated on their practical implications, how they related to the customer experience and what employees might do to promote them. The resulting ideas would be collated for incorporation into the development of ICARE.

### **29. WORKFORCE INFORMATION REPORT (QUARTER 3)**

The Committee received and noted a report on Human Resources matters impacting on the performance of the Council during the period 1st October 2018 to 31st December 2018. The report included the latest position and trends relating to employee numbers, salary costs and sickness absence. A copy of the report is appended in the Minute Book.

The report indicated that two employees had retired in the quarter, having a total of over 58 years' service between them. Members recognised the employees' achievements and conveyed their congratulations to them.

The Committee was informed that the workforce headcount was slightly lower than at the end of the previous quarter and that the total spend on pay for employees in 2018/19 was forecast to be £1.7m less than the year's budget. In addition, 75% of the workforce had no instances of sickness absence during the quarter but 26 employees had experienced long-term sickness. The latter represented a reduction on the previous period. In response to a question by a Member, confirmation was received that when adverse sickness trends were experienced within departments, HR would work with managers to identify the causes and address them.

The Committee commented on the importance of work on mental health. A significant amount of conversations had taken place, including some that could otherwise have resulted in serious consequences. A presentation on the Mental Health First Aiders scheme was requested at the next meeting.

Having noted information on the accidents / incidents that had occurred in the quarter, it was

RESOLVED

- a) that the contents of the report be noted, and
- b) that the Council place on record its recognition of and gratitude for the excellent contributions made by the two employees who had recently retired from their employment in the local government services and conveyed their best wishes to them for long and happy retirements.

### **30. PAY POLICY STATEMENT 2019/20**

With the assistance of a report by the HR Manager (a copy of which is appended in the Minute Book) the Committee considered a proposed 2019/20 Pay Policy Statement. The Statement provided information about the Council's policies relating to the pay and reward of Chief Officers and other employees, as required by the Localism Act. It was noted that minor amendments to the Statement were required relating to the mean basic FTE salary paid by the Council and to the lowest pay point on the salary scales. The Statement would be published on the Council's website together with data on senior officers' salaries as required by the Code of Recommended Practice for Local Authorities on Data Transparency. Whereupon, it was

RESOLVED

that, subject to the minor amendments referred to above, the Council be recommended to approve the Pay Policy Statement for 2019/20.

### **31. PAY NEGOTIATION PROCESS**

The Committee gave consideration to a report by the Head of Resources (a copy of which is appended in the Minute Book) containing proposed terms for a pay negotiation process. The purpose of the document was to ensure all parties were aware of and understood the process. Since the publication of the report, further

consultation had been undertaken with Staff Council. As some matters remained to be resolved, it was agreed that, following consultation with the Executive Councillor and Chairman and Vice-Chairman of the Committee, the Managing Director should instigate a procedure thereby avoiding delaying the current negotiation and that a further report should be submitted to a future meeting containing agreed terms for the pay negotiation process going forward.

### **32. DRUG AND ALCOHOL POLICY**

The Committee gave consideration to a report by the HR Manager (a copy of which is appended in the Minute Book) to which was appended an updated Drug and Alcohol Policy. The Policy had been amended following consultation with the company that undertook testing for the Council and with Staff Council.

Members discussed the introduction of testing of applicants for employment with the Council. All applicants would be informed in advance that testing would take place. While the external company would continue to undertake testing of Council employees, staff members would be trained to test prospective employees.

In response to a question by a Member, assurance was provided that the external testing company had in place adequate protocols to safeguard the privacy and dignity of employees during the testing process. Following a further question on a potential inconsistency between a reference to maintaining a zero tolerance approach and the fact that alcohol, drug or substance misuse issues would be dealt with outside of the disciplinary procedure, Officers agreed to undertake further work to clarify the policy position. Subject to the latter, it was

#### **RESOLVED**

that the Drug and Alcohol Policy appended to the report now submitted be endorsed.

### **33. STAFF COUNCIL**

The Staff Council Representatives, C Wyles and R Abbot, provided an update on their work. There continued to be a very high workload. Particular reference was made to the progress that had been made on the pay negotiation process and the importance of continuing this work to ensure the process was sound. The input of Councillors in this respect was appreciated. Staff Council also was reviewing its Terms of Reference to reflect changes in the workplace. A report on the outcome would be submitted to the next meeting.

Having noted that Staff Council was looking at its role in the induction process for new employees, the Committee placed on record its appreciation of the contribution of Mrs Lesley Davies to the work of Staff Council and latterly as its Chairman.

Chairman



Public  
Key Decision - No

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Employee Survey 2018 Action Plan Update  
**Meeting/Date:** Employment Committee – 22 May 2019  
**Executive Portfolio:** Cllr Darren Tysoe  
**Report by:** Corporate Team Manager  
**Ward(s) affected:** All

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### **Executive Summary:**

To update Employment Committee on progress of the Action Plan developed in response to the results of the Employee Survey undertaken in July and August 2018. This presentation is the first update of the 2018 Action Plan, sharing progress made against the themes in Phase 1 and introducing the themes in Phase 2. Currently 15 of the 27 actions are rated as green status and have either been delivered or are on target to be delivered. The 11 actions at Amber status have started but have some work to do to achieve the intended outcomes, 1 remaining action is not yet due.

### **Recommendation(s):**

Employment Committee are asked to acknowledge and comment on the progress made in completing the Action Plan.

## **1. PURPOSE OF THE REPORT**

- 1.1 To inform the committee how the Council addressed the issues resulting from the Employee Survey 2018 and to provide a presentation of an update on our progress.

## **2. BACKGROUND**

- 2.1 Following the Employee Survey completion, an analysis of the results was undertaken and a series of presentations took place for staff across our sites. In November 2018, the Committee received a report on the approach to deliver solutions based on the results from the survey. The People Group were tasked to review the results and develop a series of 'themes' and a range of actions to create an Action Plan. The Corporate Team and Human Resources then formed a working group to further develop these actions and the Action Plan was subsequently approved by the Senior Leadership Team.
- 2.2 Phase 1 of the Action Plan is devised around the following key themes and the presentation contains updates made against these actions since they have been implemented:
- Skills and Resources
  - Working for HDC
  - Leadership
  - Work Stress
- 2.3 Phase 2 of the Action Plan is devised around the following key themes :
- Working for HDC
  - About Managing Change and Transformation
  - About Your Line Manager
  - About Taking Action On Survey Results
- 2.4 The Phase 1 Update and Phase 2 Actions have been shared with staff in presentations during April and May 2019.

## **3. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 3.1 A further update based on progress against the actions set out in the plan will be provided to the Committee.

## **4. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES**

- 4.1 The Action Plan supports the Council's Corporate Plan through the Action: Becoming a more Efficient and Effective Council.

## **5. REASONS FOR THE RECOMMENDED DECISIONS**

- 5.1 The Action Plan supports the development of and our engagement with our staff, to help make the Council a better place to work.

## **BACKGROUND PAPERS**

None

## **CONTACT OFFICER**

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# Workforce Report

## Quarter Four 2018-19

This report looks at the workforce profile of Huntingdonshire District Council employees during the fourth Quarter of the financial year, **1 January – 31 March 2019**.

The key findings from the workforce profile report are:

- The workforce had a headcount of **624** and a FTE (full-time equivalent) count of **568.9** at 31 March 2019. The total number of employees is down slightly from 629 at the end of the previous Quarter, as is the FTE count which had been 573.3 at 31 December 2018.
- Spend on pay costs for employees in 2018/19 is forecast to be more than **£2.1m** less than budgeted for the year.
- The annual average sickness figure has reduced from the previous Quarter to **9.2** days lost per FTE, the lowest level recorded since June 2014.
- The total number of days lost in Quarter Four was lower than in the previous Quarter. Short-term sickness increased slightly, as is generally the case in winter periods, but long-term absence has decreased significantly. **503** days were lost due to long-term sickness absence between 1 January and 31 March 2019 compared to **816** in Quarter Three.
- Nearly three-quarters (**73%**) of the workforce had no instances of sickness absence during the Quarter. This is the highest rate of full attendance in a Quarter Four ever recorded by the Council.
- **17** employees had long-term sickness in Quarter Four. This has decreased from 26 in the previous Quarter and represents less than 3% of all those employed in Quarter Four. There was progress in managing long term sickness cases, and the Corporate Leadership Team has continued to review all long-term sickness on a monthly basis.
- The HR caseload reduced slightly during Quarter Three. **Over three-quarters** of the active cases in the Quarter were related to either long-term or short-term sickness absences.
- Details of the number and nature of recent accidents and incidents affecting employees and non-employees have been added to this report and can be found in section 4.

Authors: HR/Payroll team, Pete Corley  
Date: May 2019

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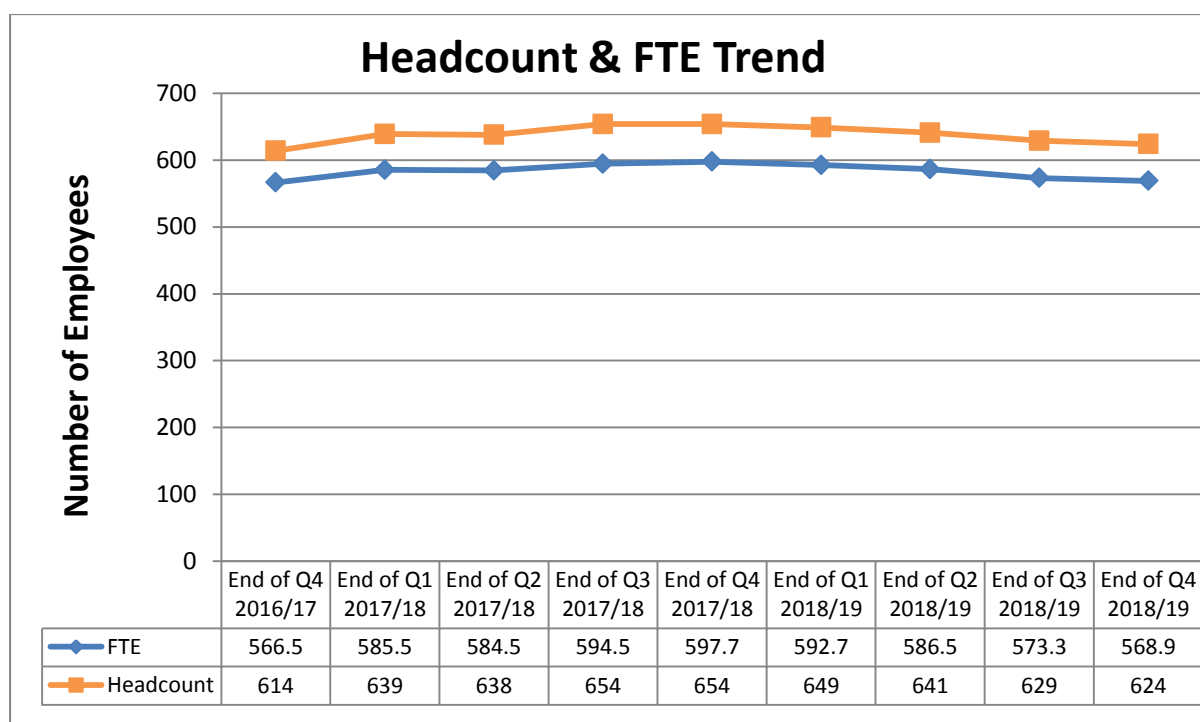
## 1.0 EMPLOYEE PROFILE

**Definition: Headcount** is the number of employees working within the Council, counting primary roles only.

A **full time equivalent** (referred to as FTE) is a measure of an employee's workload to make the position comparable across the workforce based on a 37 hour full-time working week. For example, an FTE of 0.5 indicates that the employee works half of a full-time working week (18.5 hours).

### 1.1 HEADCOUNT AND FTE

At the end of Quarter Four (31 March 2019), the total number of employees employed by Huntingdonshire District Council was 624 (excluding those employed on a variable and casual hours basis) with the number of full time equivalent posts at 568.9.



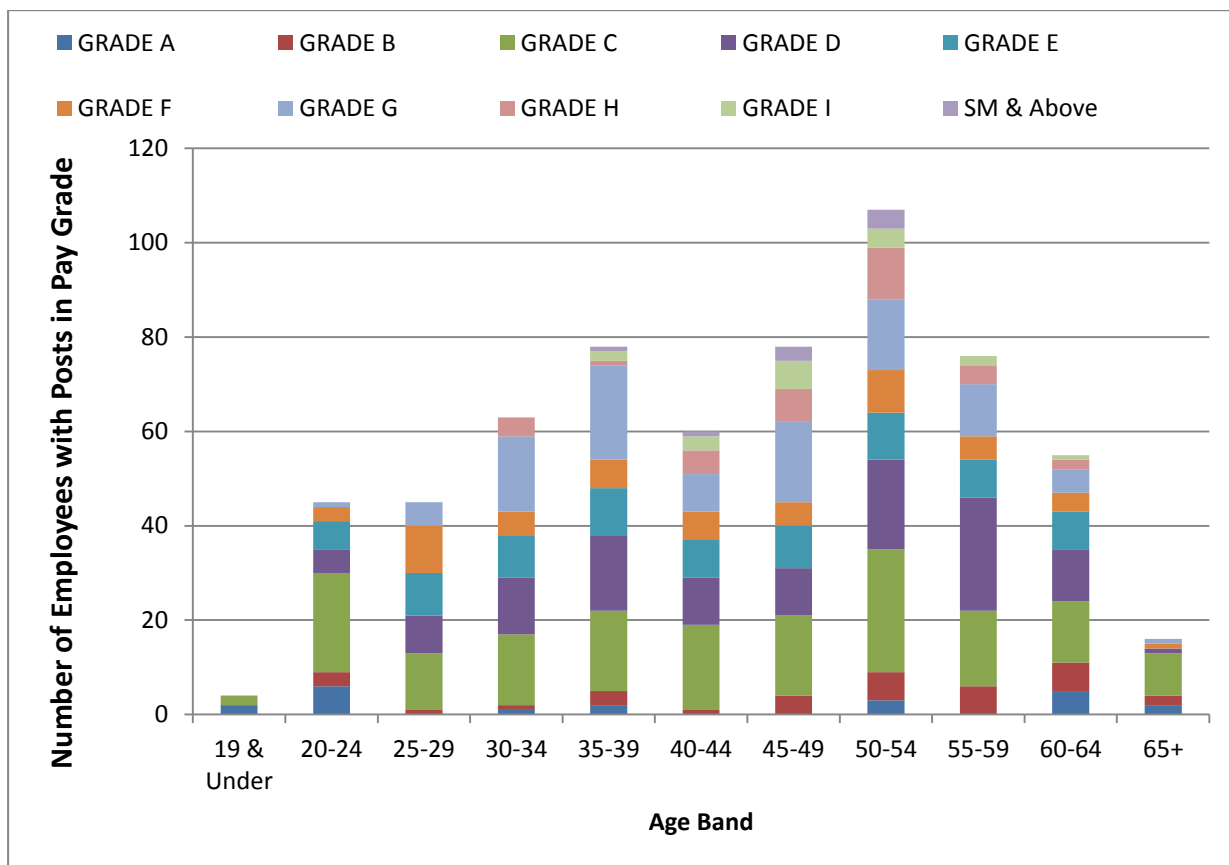
### 1.2 PAYBILL

The table below shows the Council's budget, actual and forecast spend on pay costs (including National Insurance and pension contributions) for all employees but excluding hired staff (contractors and agency staff). The forecast spend for the year is currently within 8.4% of the budget, based on projections by managers at the end of March 2019.

Year:	Budget (£)	Actual (£)	Forecast (£)*
2014/15	23,218,072	21,321,729	
2015/16	22,555,973	20,779,737	
2016/17	22,526,917	21,903,947	
2017/18	24,591,631	23,536,053	
2018/19	25,230,515		23,116,326

### 1.3 WORKFORCE BY AGE AND PAY GRADE

The number of employees by 5-year age band is depicted below by pay grade. Please note that where an employee has two jobs on different grades they have been counted within their age band against both grades.



For the purposes of simplifying this graph, employees who have transferred into the Council on existing terms and conditions have been linked to Huntingdonshire District Council pay grades based on their current salaries.

### 1.4 HIGH EARNERS

**Definition: High earners** are classified as employees who are paid at £50,000 or above. This information is published in line with the Government’s commitment to improve transparency across the public sector.

At the end of Quarter Four, 20 employees were paid at FTE salaries of £50,000 or above. The total number of employees classed as high earners is unchanged from the end of the previous Quarter.

## 1.5 GENDER PAY GAP

Employers with 250 or more employees must publish figures comparing men and women's average pay across the organisation. Huntingdonshire District Council's pay gap data as at 31 March 2018 was published in November 2018 and is listed below.

Women's **mean** hourly rate is **5.5% lower** than men's (local government [average](#) is **6.8% lower** than men's)

Women's **median** hourly rate is **0.0% higher** than men's (local government average is **5.0% lower** than men's)

**48.6%** of the **top** quartile (highest paid) are women, **54.7%** of the **upper middle** quartile were women, **51.8%** of the **lower middle** quartile were women and **55.0%** of the **lower quartile** (lowest paid) were women

**No bonuses** were paid by Huntingdonshire District Council in the year to 31 March 2018

## 1.6 LEAVERS

During Quarter Four, 20 full-time/part-time employees on permanent or fixed-term contracts left the organisation, which is the same as the previous Quarter (20). There were 14 voluntary resignations by employees on permanent contracts from January to March, compared to 15 in the previous Quarter.

Leaving Reason	Service	Total
Employee Dismissed due to Capability	Operations	2
Employee Dismissed due to Misconduct	Operations	1
Settlement / Compromise Agreement	Operations	1
Voluntary Redundancy	Operations	1
Death in Service	Community	1
End of Fixed Term Contract	3C ICT Shared Service	1
Voluntary Resignation - New Job Offer	3C ICT Shared Service	4
	Development	2
	Leisure & Health	2
	Operations	1
Vol Res – Caring Responsibility	Leisure & Health	1
Voluntary Resignation	Customer Services	1
Voluntary Resignation - Other	Community	2
<b>Grand Total</b>		<b>20</b>

## 1.7 TURNOVER

In the 12 months to 31 March 2019, 75 permanent employees left the Council. As a proportion of the average number of permanent employees over this period, the overall turnover rate for permanent employees is 12.4%, which is slightly lower than the rate reported last Quarter.

As indicated in section 1.6, there are a range of reasons for leaving including both push and pull factors. The UK average turnover is currently around 15.5% according to research from XpertHR. The public sector has traditionally seen lower than average turnover, with the results currently available from the LGA Workforce Survey 2016/17 indicating 14% mean and median averages. A certain amount of turnover within an organisation can have benefits including increased motivation, new ideas and improved methods of working as well as removing under-performing employees.

## 2.0 SICKNESS ABSENCE

**Definition: Long term** sickness is classified as a continuous period of absence of 28 or more calendar days. All other periods of absence are defined as **short term**.

The absence data is calculated per FTE as per the guidelines set out in the previous Best Value Performance Indicators (former statutory dataset) for sickness to account for adjustments in working hours.

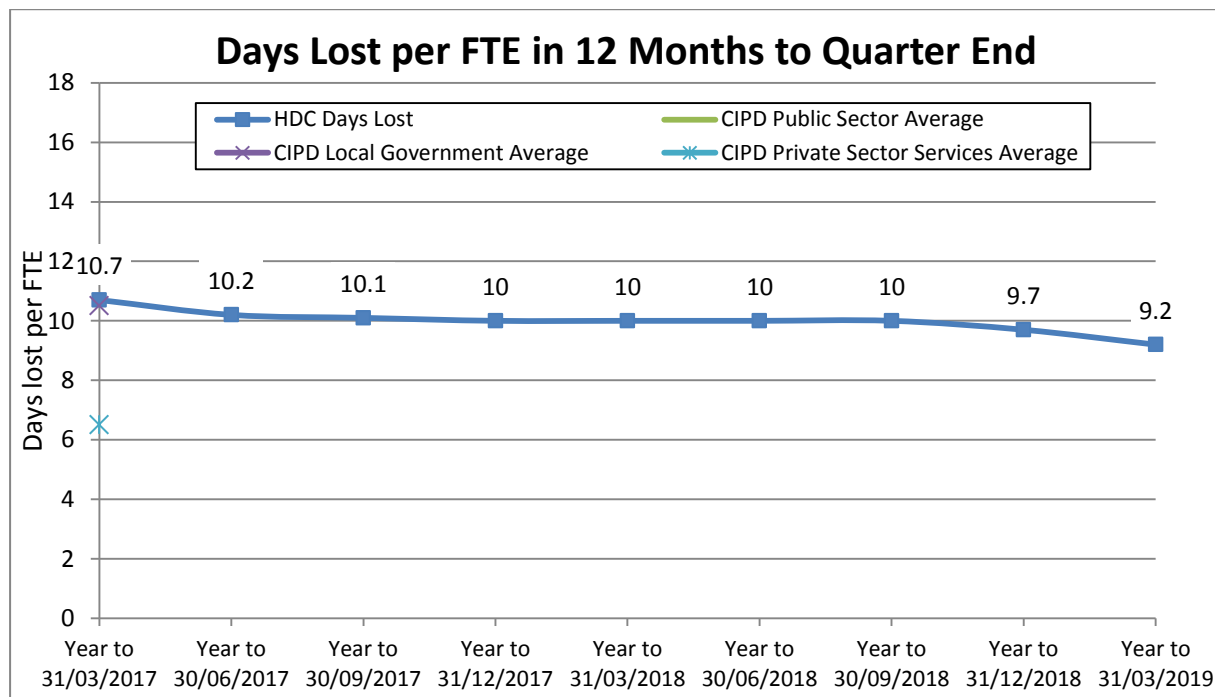
Trigger points for management action under the new HDC policy are now as follows:

- 3 or more periods of absence in a rolling 3 month period
- 6 or more periods of absence in a rolling 12 month period
- 8 working days or more in a rolling 12 month period
- Long term absence of 28 calendar days or more
- Pattern of absence (e.g. regular Friday and/or Monday; repeated absences linked to holidays)

## 2.1 TREND OF WORKING DAYS LOST ACROSS HDC OVER ROLLING 12 MONTH PERIODS

The graph shows the trend in sickness absence per full-time equivalent (FTE) employee over a rolling 12 month period, calculated to the end of each Quarter since December 2016. It shows sickness absence over the previous 12 months fell to 9.2 days per FTE. This is the lowest level recorded since June 2014. 65% of all days lost in the year were linked to long-term sickness cases – this is equivalent to 6.0 days lost per FTE.

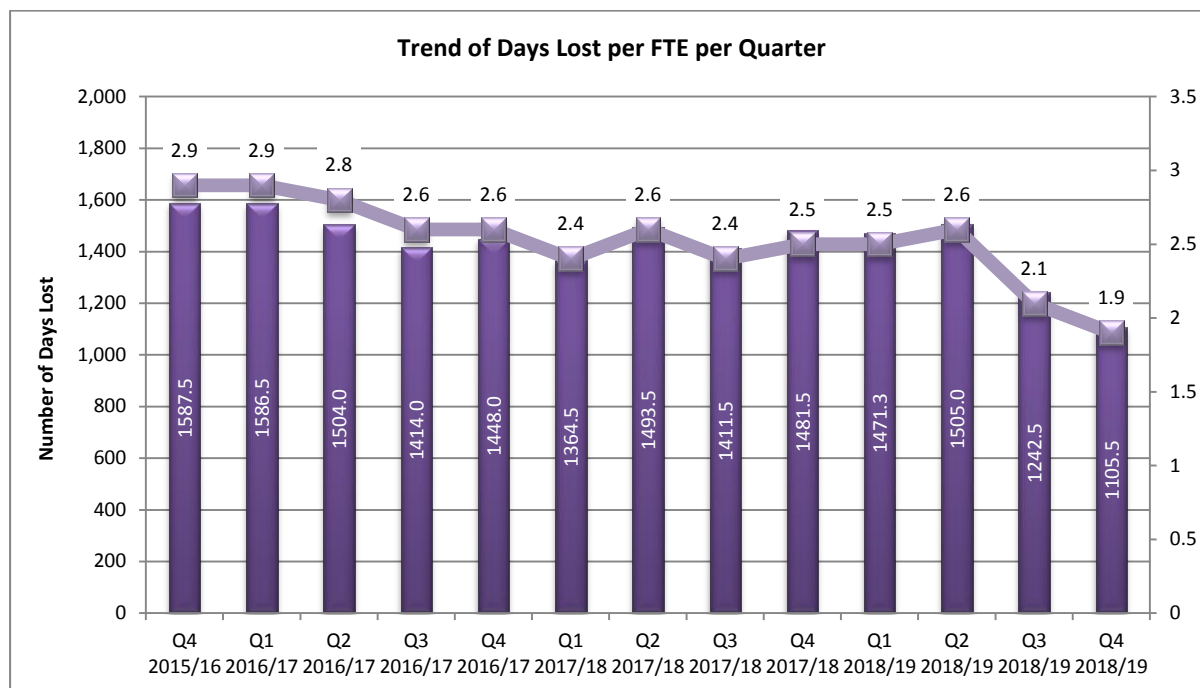
No recent national benchmark data is currently available as the Chartered Institute for Personnel Development has changed its survey and the Local Government Association has not yet published the results of the 2016/17 Local Government Workforce Survey.





## 2.2 TREND OF WORKING DAYS LOST ACROSS HDC BY QUARTER

The following graph shows that the total number of working days lost in Quarter Four is lower than in the previous Quarter and the days lost per FTE has also reduced. The latest figure of 1.9 days lost per FTE is the lowest recorded by the Council since Quarter Three in 2013/14.



The number of days lost in Quarter Four equates to the workload of over 17 FTEs based on the 63 working days in the period from 1 January to 31 March this year.

## 2.3 REASONS FOR SICKNESS ABSENCE

Please see sickness reporting by category below:-

Sickness reason given:	Quarter Four 2018/19		
	Employees	Days lost	%
3rd party accidents	1	1	0%
Anxiety, mental health & depression or Stress	13	179	16%
Asthma, chest, heart, cardiac	8	103	9%
Benign & malignant tumours or cancers	1	42	4%
Cough, cold, eye, ENT, infections/viruses	87	308	28%
Endocrine/glandular - diabetes, thyroid	2	53	5%
Gastro - abdominal pain, vomiting	35	90	8%
Genito urinary & gynaecological	4	23	2%
Headache, migraine, dental, oral	16	29.5	3%
Injury, fracture	16	187	17%
Musculoskeletal, including back & neck	10	52	5%
Pregnancy related	3	38	3%
Substance abuse, alcohol, drugs	0	0	0%

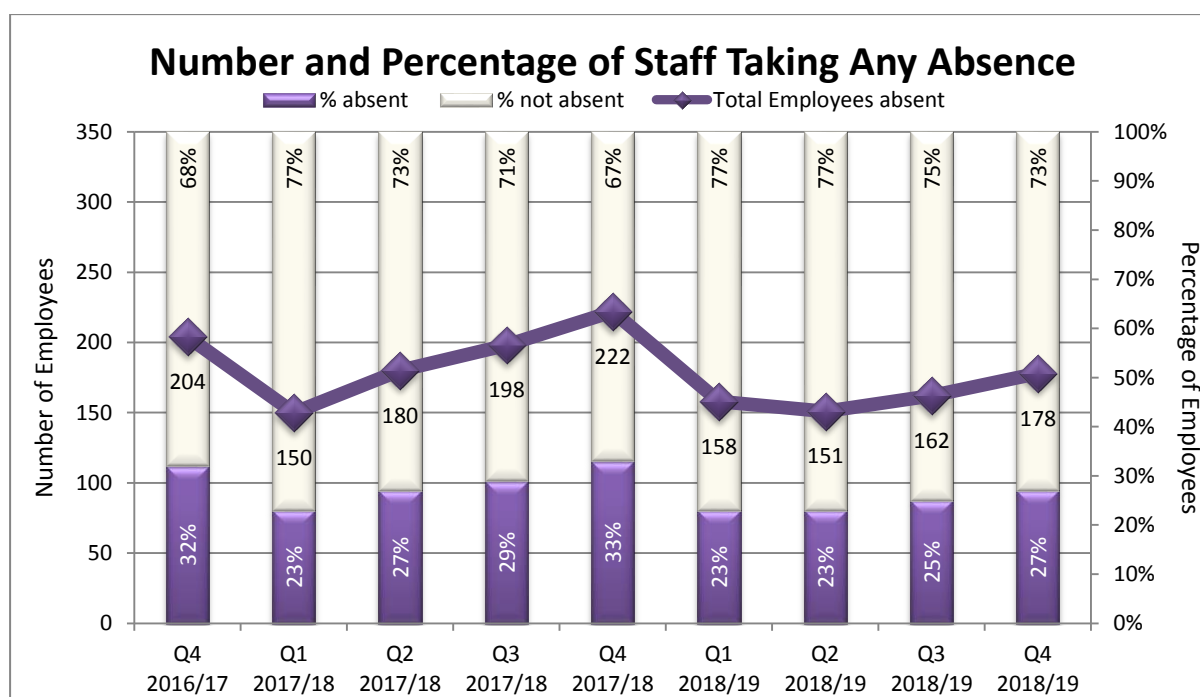
Compared to the same Quarter in 2017/18, there has been a decrease in days lost for nearly every reason.

During Quarter Four, 13 employees were absent due to either ‘Stress’ or ‘Anxiety, mental health and depression’ for a total of 179 working days lost. 122 (68%) of these were due to ‘long-term’ absences of 28 calendar days or more. Compared to the previous Quarter, the amount of days lost due to these reasons has decreased – in Quarter Three 2018/19, 17 employees were absent for a total of 226 working days.

Reason for Absence	No of Days Absence	% of Days Absence	No of People
Personal Reasons	57	32%	8
Work Related	19	11%	1
Both Work and Personal Reasons	103	58%	4
<b>Total</b>	<b>179</b>	<b>100%</b>	<b>13</b>

## 2.4 NUMBER OF EMPLOYEES TAKING ANY DAYS OF SICKNESS ABSENCE IN QUARTER

178 employees were absent due to sickness in Quarter Four, which is 27% of those employed during the period. This is the highest rate of full attendance in a Quarter Four ever recorded by the Council.



## 2.5 LONG-TERM SICKNESS ABSENCE BREAKDOWN

Quarter	Employees taking long-term sick leave	Total days of long-term sickness	% of total absence long-term
Q3 2016/17	26 (15% of those sick)	942	67%
Q4 2016/17	25 (12%)	811	56%
Q1 2017/18	28 (19%)	925.5	68%
Q2 2017/18	24 (13%)	887	59%
Q3 2017/18	25 (13%)	854	61%
Q4 2017/18	22 (10%)	719	49%
Q1 2018/19	30 (19%)	1,015.8	69%
Q2 2018/19	33 (22%)	1136	75%
Q3 2018/19	26 (16%)	816	66%
Q4 2018/19	17 (10%)	503	45%

The number of days lost due to long-term sickness decreased when compared to the previous Quarter and is the lowest level recorded since Quarter Two 2013/14. 17 employees represent less than 3% of the workforce.

Dealing with long-term sickness cases remains a high priority for managers, with Directors receiving a monthly report covering every single long-term absence case and meeting monthly with each Head of Service to discuss actions being taken by managers, HR and the Occupational Health service. Of the 17 employees absent due to long-term sickness during the Quarter, only three remained absent at the end of April.

## 2.6 SICKNESS ABSENCE REPORTING BY SERVICE

The table below shows mixed results for services when compared to the previous Quarter, listed in brackets. The majority of services saw a reduction in long-term absence but short-term absence rose in four services.

Service	Total days sick		Days Lost/FTE	Employees absent in Quarter
CLT/Executive Support	2 (3)	↓	0.3	1 (14% of all in service)
Community	163 (141)	↑	3.2	16 (28%)
Corporate Team	39 (4)	↑	2.5	9 (50%)
Customer Services	270.5 (250)	↑	3.0	42 (42%)
Development	54 (52)	↑	1.2	18 (34%)
ICT (Shared Service)	62 (77)	↓	0.9	17 (22%)
Leisure and Health	173 (219)	↓	1.6	26 (19%)
Operations	335 (479.5)	↓	2.1	45 (26%)
Resources	7 (17)	↓	0.3	4 (14%)
<b>OVERALL</b>	<b>1,105.5 (1,242.5)</b>	<b>↓</b>	<b>1.9</b>	<b>178 (27% of all HDC employees)</b>

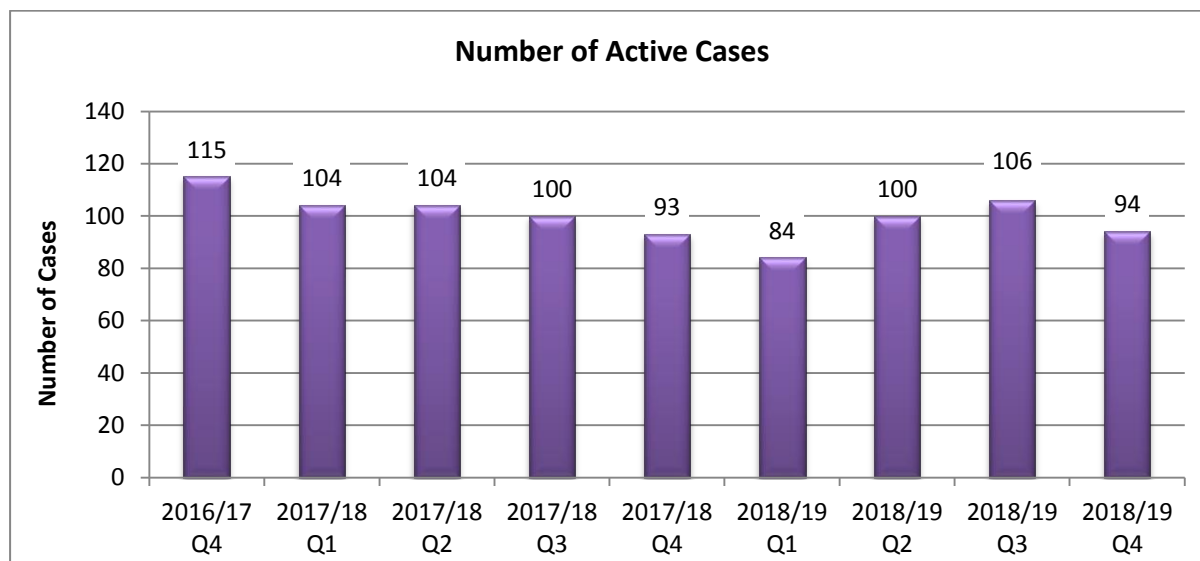
Service	Total days sick – short-term		Days Lost/FTE – short-term	Employees absent during Quarter due to short-term sickness
CLT/Executive Support	2 (3)	↓	0.3	1 (14% of all in service)
Community	65 (21)	↑	1.3	13 (22%)
Corporate Team	39 (4)	↑	2.5	9 (50%)
Customer Services	124.5 (135)	↓	1.4	38 (38%)
Development	54 (30)	↑	1.2	18 (34%)
ICT (Shared Service)	62 (38)	↑	0.9	17 (22%)
Leisure and Health	57 (59)	↓	0.5	21 (15%)
Operations	192 (119.5)	↓	1.2	40 (23%)
Resources	7 (17)	↓	0.3	4 (14%)
<b>OVERALL</b>	<b>602.5 (426.5)</b>	<b>↑</b>	<b>1.1</b>	<b>161 (25% of all HDC employees)</b>

Service	Total days sick – long-term		Days Lost/FTE – long-term	Employees absent during Quarter due to long-term sickness
CLT/Executive Support	0 (0)	-	0.0	0 (0% of all in service)
Community	98 (120)	↓	1.9	3 (5%)
Corporate Team	0 (0)	-	0.0	0 (0%)
Customer Services	146 (115)	↑	1.6	4 (4%)
Development	0 (22)	↓	0.0	0 (0%)
ICT (Shared Service)	0 (39)	↓	0.0	0 (0%)
Leisure and Health	116 (160)	↓	1.1	5 (4%)
Operations	143 (360)	↓	0.9	5 (3%)
Resources	0 (0)	-	0.0	0 (0%)
<b>OVERALL</b>	<b>503 (816)</b>	<b>↓</b>	<b>0.9</b>	<b>17 (3% of all HDC employees)</b>

Note: Numbers of employees shown as absent in the short-term and long-term tables do not necessarily add up to totals shown in the first table because some individuals had both long-term and short-term absences. Figures for days lost/FTE may not add up to totals due to rounding.

### 3.0 HR CASELOAD

The HR Team’s caseload is recorded to provide an indicator of the type of HR issues that the organisation has been dealing with over time.



### 3.1 BREAKDOWN OF HR CASES BY TYPE FOR THE QUARTER

During Quarter Four, there were 94 cases in progress, of which 39 were dealt with under the formal procedures. Cases for the previous Quarter are listed in the final column below for comparison purposes.

Type of Case	Informal Cases	Formal Cases	Total	Last Quarter
Appeals	0	0	0	0
Capability – Long Term Sickness	15	8	23	18
Capability – Short Term Sickness	37	14	51	66
Capability – Performance	0	1	1	1
Consultations (including TUPE)	1	3	4	4
Bullying and Harassment (Dignity at Work)	0	0	0	0
Disciplinary	1	5	6	8
Employment Tribunals	0	2	2	2
Grievance	0	4	4	4
Probation	0	0	0	1
Manager Advice / Support	0	2	2	2
Subject Access Request	0	0	0	0
<b>Total</b>	<b>55</b>	<b>39</b>	<b>94</b>	<b>106</b>

The total number of cases was slightly lower than the total recorded in the previous Quarter. While there was an increase in the number of active long-term sickness absence cases, there were reductions in the number of short-term sickness and disciplinary cases.

## 4.0 ACCIDENT / INCIDENT REPORTS

This section reports on the number and nature of accidents and incidents occurring in owned, managed and occupied premises or associated with work activities undertaken by the Council's employees.

**Definition:** Accidents reported to the Incident Control Centre under the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations are referred to as RIDDOR accidents.

### 4.1 OPERATIONS SERVICES

Information on accidents and incidents relating to Operations services is unavailable for the period from 1 January to 31 March 2019.

### 4.2 OFFICE-BASED PREMISES AND ONE LEISURE ACTIVE LIFESTYLES TEAM ACTIVITIES

There was one RIDDOR accident reported in the Quarter.

A total of four accidents relating to employees were reported during the period 1 January to 31 March 2019. The table below summarises these by nature and severity:

Type	Category	Severity	Number of cases
Non-RIDDOR accident	Struck by moving, including flying/falling object	Hospital recommended	1
	Other kind of accident (Exposure to heat)	GP recommended	1
		First Aid	1
	Other kind of accident	Taken to A&E	1

### 4.3 ONE LEISURE

There were no RIDDOR accidents reported in the Quarter.

A total of six accidents relating to employees were reported during the period 1 January to 31 March 2019. The table below summarises these by nature and severity:

Type	Category	Severity	Number of cases
Non-RIDDOR accident	Slips, trips or falls on same level	Hospital recommended	1
		First Aid	1
	Injured while handling, lifting or carrying	Doctor recommended	1
	Other kind of accident (Exposure to heat)	First Aid	2
	Other kind of accident	First Aid	1

A total of sixty eight accidents relating to non-employees at One Leisure sites were recorded in the Quarter, with five of these reported. The table below summarises these by nature and severity:

Type	Category	Severity	Number of cases
Non-RIDDOR accident	Strike against something fixed or stationary	First Aid	3
	Slips, trips or falls on same level	First Aid	2

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Public  
Key Decision - No

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	Pay and Reward
<b>Meeting/Date:</b>	Employment Committee – 22 May 2019
<b>Executive Portfolio:</b>	Councillor Darren Tysoe, Executive Councillor for Digital and Customer
<b>Report by:</b>	Kiran Hans, HR Manager
<b>Ward(s) affected:</b>	N/A

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### Executive Summary:

HDC currently have an appraisal process in place for setting individual objectives. Subject to meeting agreed performance outcomes and affordability a decision is made on whether increments are paid with effect from 1<sup>st</sup> April each year.

This paper gives an update on:

- Options considered for rewarding staff for their performance in 2018/19
- Review of how performance is measured in 2019/20
- Review of how Staff are Rewarded

### RECOMMENDED

Members are asked to consider and comment on the contents of the report.

**Contact Officer:** Kiran Hans, HR Manager  
 01480 388329

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## HDC PAY AND REWARD

### 1. Background

HDC currently use an appraisal process for setting individual objectives. Subject to meeting agreed performance outcomes and affordability a decision is made on whether increments are paid with effect from 1<sup>st</sup> April each year (this applies to staff that are not at the top of the grade).

For 2018/19 a 1% Cost of Living Allowance was agreed to be paid to staff in December 2018, alongside a £200 non-consolidated bonus for 2017/18 performance for staff with an exceptional rating in their appraisal.

### 2. Objectives

- Outline options for rewarding staff for their performance for 2018/19
- Review how performance is measured in 2019/20
- Agree how Staff are Rewarded

### 3. Rewarding Performance 2018/19

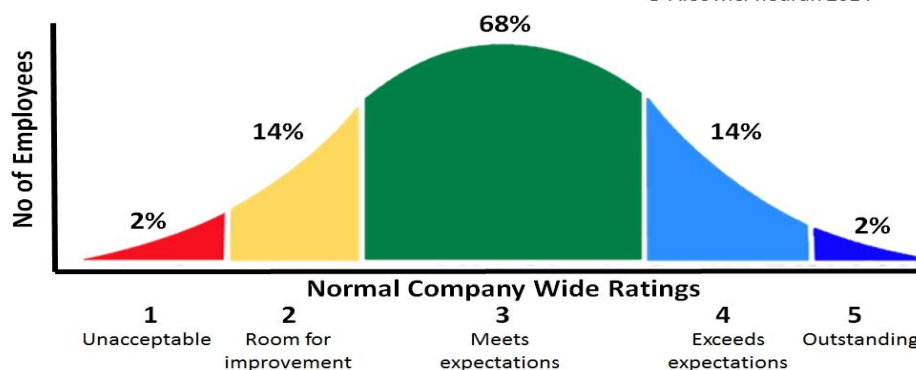
3.1 There were a number of options presented to Corporate Leadership Team (CLT) in relation to whether or how performance could be rewarded for 2018/19 and these included details on the benefits, risks and costs.

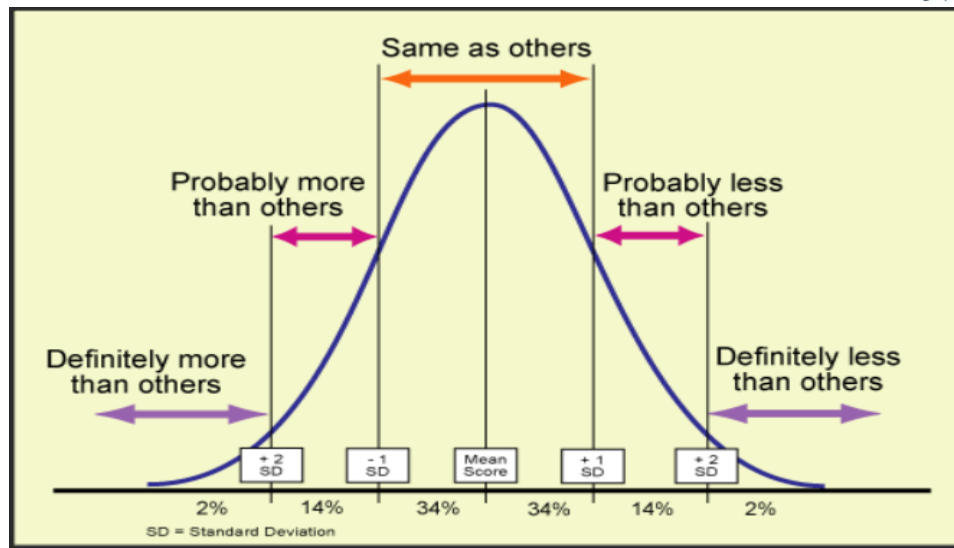
3.2 The following were also taken in to account:

- Affordability
- Pay scales that allow for Incremental Progression
- Support the culture for rewarding top performers
- Research on Bell Curves as outlined in the diagrams below (this refers to a normal distribution of performance among the workforce and provides a benchmark for the percentage of staff likely to fall in to each performance category).

**Performance Review 1 to 5 Ratings Bell Distribution Curve**

© Alec McPhedran 2014





3.3 **Recommendation** – To award increments and a non-consolidated bonus of £200, (for those at the top of the grade), for up to a maximum of 16% of outstanding staff.

#### 4. Measuring Performance 2019/20

4.1 The People Group, (staff representatives across the Council) and other groups of staff were consulted about reviewing the appraisal process for last year. Although the form has been beneficial in creating the link between values and objectives there has been some feedback that there were some elements of the process that were not working as outlined below:

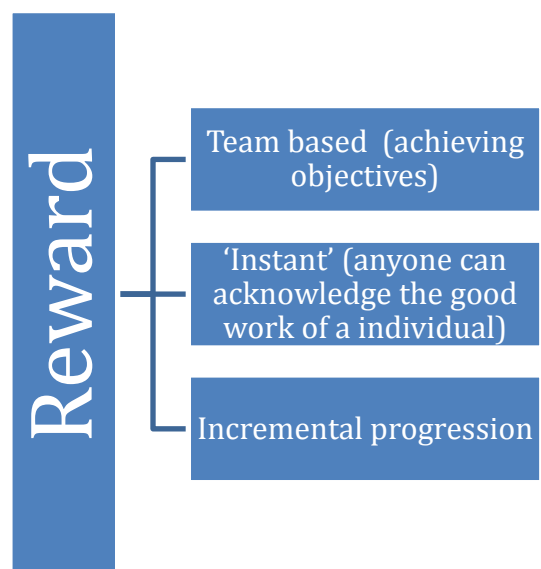
- Form not easy to complete
- Number of one to ones that don't always fit in with day to day objectives, which can make the process rigid
- 360 feedback not always constructive
- PDR's not signed off by managers manager
- Perception that there was more focus on the process rather than quality of discussion
- Time consuming - the current appraisal scheme requires a high volume of 'time' taking focus from productivity.

4.2 A number of discussions have been undertaken with staff groups, research from East of England Local Government Association and analysis of approaches adopted by other (non- local government) organisations. Due to nature of the forward thinking and innovative culture that is being encouraged at Huntingdonshire a number of private sector companies such as Google and Compare the Market were considered. These companies are using Objectives and Key Results (OKR's), which are based on measuring team performance on a quarterly basis. Furthermore companies, such as GE and Gap are also building objectives that are more fluid and changeable than annual goals with frequent feedback discussions rather than annual or semi-annual discussions. They focus on forward-looking coaching for development rather than backward-focused rating and ranking and a greater emphasis on teams than on individuals.

- 4.3 **Something different** – the proposal for 2019/20 is to stop carrying out appraisals and to move to using **Service Plans** as a way of setting Team based objectives. The reason for this is:
- Research indicates that teams that work together are far more effective and successful than individuals. One of HDC’s values is Collaboration and having a greater emphasis on team based objectives helps support and embed the value. Complex work often requires collaboration and this approach helps to shift the culture to working more in teams and across teams rather than silos.
  - We want to encourage continuous discussion in relation to performance and stronger links with Service Plans and the Corporate Objectives;
  - HDC have committed to promoting and encouraging smarter ways of working (LEAN and Mosaic programme) and the current appraisal system does not seem to demonstrate this;
  - Focus on the quality of the discussion rather than completing paper work;
  - Service Plans have already been drafted by every Team and they have been asked to involve their team – objectives are ready for 1 April rather than July (subject to some refining and feedback).

**5 Rewarding Teams and individuals:**

- 5.1 HDC wants to reward their staff and enhance motivation and morale, a scheme is currently being developed which will allow teams and individuals to be rewarded. This will be linked to the achievement of objectives and how staff use the values to carry out their role. The reward structure is likely to include 3 strands:



- 5.2 The People Group have been involved in developing options to have **team based rewards**. It has been proposed that a pot of money could be identified and set aside with a proportion for each Head of Service for rewarding Team based performance so that they celebrate achievements together. A scheme to buy annual leave will also be set up to contribute towards rewarding staff. Please note this is in early development but rewards could be based on examples such as:

- Bowling vouchers at One Leisure
- Vending machine for drinks for staff at Eastfield House to be free for a period of time.
- Cinema vouchers
- Breakfast for the team
- Afternoon tea for the team
- Fill the fridge with treats for the team
- Burger van
- Vouchers for team meal
- Rounder's game at One Leisure and use of BBQ

5.3 An '**Instant**' scheme is also being developed to reward individuals (colleague to colleague). Ideas for this include having a scheme where each employee can give one another a star per quarter and the more that they are given equate to rewards that can be redeemed. Types of rewards for individuals could include:

- Thank you post cards to acknowledge performance
- Cup of tea/Coffee
- Day off pass or 2 hours flexi or double the time for breaks, e.g. if they usually have 60 minutes give a credit of 30 minutes.
- Giving an hour for Pilates, walking group (health activity)
- Vouchers for restaurants, shopping, events and cinema, etc.
- Leisure membership
- Burgess Hall shows
- Heat experience at One Leisure
- Free swim or family swim at One Leisure
- Car parking space for a short period of time
- Dinner or theme park tickets for family for extra time and effort

5.4 A scheme for **Incremental Progression** is also being worked on and current proposals are through using a one page nomination form at the end of the year through which any staff member can nominate another for incremental progression based on values and performance.

May 2019

# TERMS OF REFERENCE AND CONSTITUTION OF THE STAFF COUNCIL

Name of Policy	<b>Staff Council Terms of Reference</b>
Person/posts responsible	<b>Staff Council Chairman</b>
Date approved/adopted	<b>1<sup>st</sup> May 2015</b>
Approved by	<b>Executive Councillor for Transformation and Customers Employment Committee Chairman Employment Committee Vice-Chairman Managing Director</b>
Date amended	<b>8<sup>th</sup> May 2019</b>
Amended by	<b>George McDowell - Staff Council Chairperson</b>

## **Purpose of the Staff Council**

Our purpose is to maintain good employee relations, support all staff and ensure that the views of staff are considered in relation to proposed changes to employment matters.

### **1 Introduction**

- 1.1 The Council strives to create and maintain a working environment which is conducive to the achievement of the organisational, team and individual objectives and which promotes effective and harmonious working conditions.
- 1.2 The Staff Council will aim to communicate with staff, promote the work of Staff Council and feedback to staff, on issues of relevance to the workforce
- 1.3 The Staff Council shall comprise of a maximum of 13 elected HDC employee representatives for the Council's services.

### **2 Objectives**

- 2.1 It is important for efficiency and for good employee relations that:
  - (a) The Staff Council and Senior Leadership Team are kept informed of matters of mutual interest.
  - (b) The views of the Staff Council are sought on existing practices and policies, and on proposed changes which would affect staff, at the earliest opportunity.
  - (c) Trust and communication exists between the Staff Council and Management.
  - (d) Staff Council representatives will maintain confidentiality on matters relating to Staff Council, except when consent has been given (usually by the Managing Director or Staff Council Chairman) to share information outside of the group.
  - (e) Staff Council will maintain anonymity for staff when requested.
  - (f) An annual schedule of meetings with the appropriate groups will be agreed at the start of each financial year. Please see Appendix 1 for meetings.
  - (g) The Staff Council is supported with appropriate training.
  - (h) Staff Council representatives attend every Employment Committee and have the opportunity to contribute, question and challenge matters of mutual interest.
- 2.2 The general objectives of the Staff Council are:
  - (a) To promote effective means of communication between each other as Staff Council Representatives, HDC Employees, Management and Elected Members.
  - (b) To engage in regular consultation relating to organisational change, supporting the organisation on issues that are agreed with Staff Council and to represent employees and positively contribute and add value to the process.
  - (c) To effectively contribute to discussions relating to policy development and locally agreed terms and conditions of employment and to communicate the views of staff to Senior Management.
  - (d) To support employees, as required, in all employment related matters.
  - (e) Work effectively as a Staff Council group.

### **3**      **Functions**

3.1      In pursuance of these general objectives, issues may include any of the issues below although this list is not exhaustive:

- (a)      Management objectives.
- (b)      Organisation or re-organisation.
- (c)      Issue and revision of working formats in the interest of efficient working, improvements in methods of work, management aids to productivity.
- (d)      Work conditions:
  - (i)      Arrangements of hours, rotas, time recording, breaks.
  - (ii)     Design and layout of buildings from the point of view of working conditions, including office heating, lighting and furnishings.
  - (iii)    Provision, specification and use of equipment.
- (e)      Human resource arrangements:
  - (i)      Conditions of service, including sick pay, payments, holiday provision, pensions, flexible working framework.
  - (ii)     Training and development.
  - (iii)    Physical and psychological well-being.
- (f)      Procedures for settlement of grievances, discipline, incapability and redundancy.
- (g)      General questions of policy in relation to discipline and productivity.
- (h)      Maintenance of essential services in emergencies.
- (i)      Local salary and grading arrangements.

### **4**      **Constitution**

4.1      Staff Council shall comprise of:

- Employee representatives for the Council's services.
- The number of representatives shall reflect the current distribution of Council employees but shall not exceed thirteen.

4.2      Each member of the Staff Council, upon election, shall hold office for a maximum of four years. At the end of each representative's four-year term, representatives must seek re-election subject to the Terms of Reference and Constitution of the Staff Council. This will ensure the Staff Council retains experience, knowledge and the investment in their training. Staff Council reserve the right to call an election at any time provided there is a majority of at least 50%.

4.3      All newly appointed Staff Council representatives will go through a six month probationary period. At the end of the probationary period, Staff Council will decide if the appointed Staff Council representative's role is extended to the maximum four years.

#### 4.4 Elections:

- Each representative shall be elected by nomination by themselves or another member of staff.
- If the number of nominations is less than the number of vacancies available no ballot is required.
- If more nominations are received than vacancies are available, a direct ballot of all employees shall be administered by the Corporate Team in conjunction with the current Staff Council representatives.
- No member of staff will be able to stand for election if they have been subject to a formal disciplinary process which has been upheld. This will apply for the duration of the disciplinary action being held on the member of staff's personnel file following the disciplinary action being upheld.

4.5 The Staff Council will nominate representatives to represent services, groups, functions or individuals as required.

4.6 Staff Council shall have the right to co-opt, in a consultative capacity, consultants or advisers to, (subject to the agreement of the Managing Director) or representatives of, particular directorates, services or functions affected by a current issue under discussion, but only for the period during which the relevant question is under consideration.

4.7 Any recommendations of the Staff Council will be subject to the ratification of the Managing Director, Employment Committee or Cabinet as appropriate.

### **5 Duties**

5.1 The Staff Council representatives shall, for time spent undertaking associated duties, be paid at their ordinary rate, accumulate hours under the flexible working framework.

5.2 Appropriate time and suitable facilities shall be granted to the Staff Council to undertake and fulfil their duties within the normal working day.

5.3 Staff Council representatives will not be permitted to be nominated as the official Staff Council representative for restructures, reorganisations and consultations in which they themselves are included.

### **6 Commitment to the Staff Council Role**

6.1 It is mandatory for Staff Council representatives to attend training on employment law and grievance procedures (as a minimum) within six months of being elected to the Staff Council.

6.2 The Staff Council will encourage representatives from across service areas to join the group, making sure the maximum numbers do not exceed thirteen.

6.3 The Staff Council will agree a dedicated Chairperson, Vice Chairperson and a Communications Officer on an annual basis.

6.4 The Staff Council will aim to communicate through:



- Staff Council intranet site.
- Regular Staff Council meetings.
- Regular updates with Senior Management and Members.
- Updates in Team Talk.
- Allocated noticeboards.
- All Officer E-mail.

6.5 The Staff Council will engage in the following duties, although this list is not exhaustive:

- Consultation with managers and staff.
- Attendance at grievance and disciplinary hearings at the request of staff.
- Signposting staff to the appropriate resources within HDC and external agencies where applicable to offer support.
- Policy and procedural reviews.

6.6 All Staff Council representatives will make every effort to attend all scheduled meetings.

6.6.1 If a representative has an illness or a pre-booked holiday, they should notify the Chairperson and / or Communications Officer.

6.6.2 If the representative has any issues to be raised, they must inform the Chairperson and / or Communications Officer.

6.7 All Staff Council representatives will make every effort to respond to requests for comments (e.g. regarding policy reviews) within the required timescale. If there is no response within that period, only those comments from representatives that have responded will be used in any response to management.

6.8 Should any Staff Council representative miss either two consecutive Staff Council monthly meetings or three Staff Council monthly meetings within a 12 month period, without good reason, their continuing role as a Staff Council representative may cease. By majority vote at the next scheduled Staff Council meeting.

This course of action will preclude the employee from standing on the Staff Council for a minimum of ONE year to a maximum of FOUR years. Only if there is a collective view, by Staff Council members that there are exceptional circumstances, will this course of action not be taken.

6.9 Should any Staff Council representative be subject to a formal disciplinary, they may not be permitted to undertake Staff Council duties. If formal disciplinary action has been upheld, their continuing role as a Staff Council representative will cease.

6.10 The Staff Council, in all decisions, will aim to reach a consensus. If this is not possible the views taken forward will be of the majority vote. In the case of no majority vote, the Chairman will have the casting vote.

6.11 Any recommendations of the Staff Council will be subject to the ratification of the Managing Director, Employment Committee or Cabinet as appropriate.

## Appendix 1

### Scheduled Meetings.

<b>Meeting</b>	<b>Frequency</b>	<b>Attendees</b>
Staff Council	Monthly (1 <sup>st</sup> Tuesday of each month)	All Staff Council
Staff Council & MD Executive Meeting	Fortnightly (Wednesday mornings)	Staff Council Chairman Staff Council Vice-Chairman  One Nominated Staff Council Representative  Managing Director/Directors (rota)  A Member of SLT  HR Manager
Meeting with Councillors	Quarterly (usually the Friday before Employment Committee)	All Staff Council  Employment Committee Chairman  Employment Committee Vice-Chairman
Employment Committee	Quarterly @ 7 pm	Staff Council*

- \* Only the Chairman, Vice-Chairman and a maximum of two other Representatives will be 'seated' at the meeting. Any other Staff Council Representative attending will be seated in the 'viewing gallery'.