



A meeting of the **EMPLOYMENT COMMITTEE** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 4 SEPTEMBER 2019** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

## **AGENDA**

### **APOLOGIES**

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

To approve as a correct record the Minutes of the meeting of the Committee held on May 22nd 2019.

**Contact Officer: A Roberts 388015**

**2. MEMBERS' INTERESTS**

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

**Contact Officer: Democratic Services 388169**

**3. EMPLOYEE SURVEY 2019**

To receive a presentation by the Performance and Data Analyst on the results from the Employee Survey 2019.

**Contact Officer: E Charter 388013**

**4. USE OF CONSULTANTS, HIRED STAFF AND TEMPORARY STAFF** (Pages 9 - 16)

To consider and comment on a report by the Head of Resources on the use by the Council of consultants and hired and temporary staff in 2018/19 compared with the previous year.

**Contact Officer: C Edwards 388822**

**5. WORKFORCE INFORMATION REPORT (QUARTER 1)** (Pages 17 - 28)

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

**Contact Officer: K Hans 388329**

**6. ESTABLISHMENT OF EMPLOYMENT COMPANY (Pages 29 - 32)**

To consider a report by the Strategic Director (Services) on the implications of establishing an employment company.

**Contact Officer: O Morley 300103**

**7. TERMS OF REFERENCE AND CONSTITUTION OF THE STAFF COUNCIL (Pages 33 - 38)**

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

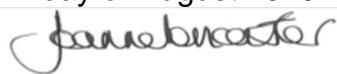
**Contact Officer: G McDowell 388386**

**8. STAFF COUNCIL**

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

**Contact Officer: G McDowell 388386**

27 day of August 2019



Head of Paid Service

**Disclosable Pecuniary Interests and Non-Statutory Disclosable Interests**

Further information on [Disclosable Pecuniary Interests and Non - Statutory Disclosable Interests is available in the Council's Constitution](#)

**Filming, Photography and Recording at Council Meetings**

The District Council permits filming, recording and the taking of photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening at meetings.

Arrangements for these activities should operate in accordance with [guidelines](#) agreed by the Council.

**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.

Agenda and enclosures can be viewed on the [District Council's website](#).

### **Emergency Procedure**

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

This page is intentionally left blank

## 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, 22 May 2019

PRESENT: Councillor R J West – Chairman.

Councillors Mrs A Dickinson, Mrs P A Jordan, D N Keane, T D Sanderson, Mrs J Tavener and D M Tysoe.

APOLOGY: An apology for absence from the meeting was submitted on behalf of Councillor D Terry.

### 4 COMMITTEE MEMBERSHIP

The Chairman welcomed Councillor T D Sanderson to his first meeting of the Committee.

### 5 MINUTES

The Minutes of the meetings of the Committee held on 13th February and 15th May 2019 were approved as correct records and signed by the Chairman.

### 6 MEMBERS' INTERESTS

No declarations of interest were received.

### 7 MENTAL HEALTH FIRST AID

The Committee received a presentation by Ms C Ward, the Learning and Development Manager, on the Mental Health First Aid initiative. She referred to its terms of reference, the approval of the Time to Change plan, the fact that to-date 359 conversations had been held with individuals on mental health matters and the Mental Health First Aid qualification. 31 Council employees had completed the qualification. The cost of training under the initiative amounted to £14k. Ms Ward concluded by outlining the initiatives that had been implemented including holding a stress awareness month, the production of communication materials, the establishment of a quiet area and the trend towards a reduction in absence attributed to mental health causes.

During discussion the Committee established that the Council now was able to train its own Mental Health First Aiders and that the outcomes of the initiative were difficult to measure. Members, nevertheless, concurred with a suggestion that there would be benefit in receiving an annual update on this subject.

The Committee was of the view that the initiative demonstrated the value the Council placed on its employees and that the Council was a caring employer. Having expressed their gratitude for the contributions made by the Mental Health First Aiders, it was

RESOLVED

that an annual update report be submitted to the Committee on the Mental Health First Aid initiative.

## **8 ICARE VALUE - ENTERPRISING**

The Lead Human Resources Manager advised Members that to coincide with the anniversary of the adoption of the ICARE values, an awards ceremony would be held to recognise Officers who had been nominated by their colleagues for exhibiting the Council's values. The ceremony would be held on 11th June 2019, and Members of the Committee were invited to attend.

The Lead HR Manager went on to define the Enterprising value and invited the Committee to consider how the Council might employ it as an organisation and through its engagement with the community. Following discussion, Members reported on the broad conclusions they had reached. Detailed accounts of their deliberations would be used to develop ICARE.

## **9 EMPLOYEE SURVEY 2018 ACTION PLAN UPDATE**

With the aid of a report by the Corporate Team Manager (a copy of which is appended in the Minute Book), the Committee received a presentation on progress of the two Phases of actions that had been identified to respond to issues resulting from the Employee Survey 2018. Mr A Dobbyne, the Corporate Team Manager, informed Members that Phase 1 comprised 27 actions. Motivation was a particular issue and examples were provided of the actions that had been taken. He emphasised the importance of involving employees and of ensuring commitments were delivered. A total of 40 actions would be undertaken through the two phases of work.

In response to a question, Members were informed that the individual performance management process now required a minimum of four meetings per year with managers compared with the previous requirement to hold an annual and a mid-year review. Following a further question, it was reported that to encourage employees to respond to the survey, the confidentiality of responses was assured; however other ways of providing support to enable employees to respond would be considered. Finally, a comment was made about the rate at which employees indicated that did not feel appreciated. The ICARE awards would assist in this respect and generally, compliments were beneficial.

RESOLVED

that the contents of the report be noted.

## **10 WORKFORCE INFORMATION REPORT (QUARTER 4)**

The Committee received and noted a report on Human Resources matters impacting on the performance of the Council during the period 1st January to 31st March 2019. 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.

Having noted the numbers of individuals who had left and joined the Council, 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 £2.1m less than budgeted for the year. In addition, 73% of the workforce had no instances of sickness absence during the quarter. 17 employees had experienced long-term sickness, which was a reduction from 26 in the previous quarter.

The Committee discussed the effect of the customer portal on employment. Digital was increasingly being adopted by customer facing organisations and had benefits for the Council in terms of cost. Managers had been asked to identify processes that had the potential to be delivered through the portal, though it was recognised that there was a need to improve communications through it. A Member requested guidance for parish councils on the portal. The Head of Resources undertook to forward the request to the Assistant Director (Transformation).

In response to a question, the Committee was informed that fire alarm tests took place on a monthly basis. Whereupon, it was

RESOLVED

that the contents of the report be noted.

## **11 REWARD AND RECOGNITION**

Consideration was given to a report by the HR Manager (a copy of which is appended in the Minute Book) on pay and reward. Members were reminded of the decisions that had been taken in 2018/19 in relation to pay. Staff Council had been consulted and had expressed support for them. They would be communicated to Employees after the meeting.

Members then were informed of the objectives of the review of pay and reward in 2019/20 and of the factors that had been taken into account. The Committee discussed the range of options being considered and the research and consultation that had been undertaken. The People Group had been asked to generate ideas for this purpose. The options included measuring teams' performance, a system of instant rewards, incremental progression and, subject to the requirements of their services, allowing employees to purchase additional leave. Members endorsed the approach that had been adopted. Whereupon, it was

RESOLVED

that the report be received and noted.

## **12 TERMS OF REFERENCE AND CONSTITUTION OF THE STAFF COUNCIL**

To enable representatives of Staff Council to be present to discuss the terms of a report containing proposed Terms of Reference and Constitution of the Staff Council (a copy of which is appended in the Minute Book), it was

RESOLVED

consideration of this item be deferred to the next meeting.

**13 STAFF COUNCIL**

No matters had been identified for consideration.

Chairman



**Public  
Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Use of Consultants, Hired Staff and Temporary Staff

**Meeting/Date:** Employment Committee 4 September 2019

**Executive Portfolio:** Strategic Resources: Councillor J A Gray

**Report by:** Head of Resources

**Ward(s) affected:** All

---

### **Executive Summary:**

Members requested this annual report in order to monitor the Council's use of interim staff (consultants and temporary staff).

#### **Capital**

During 2018/19, consultants have continued to be employed to provide technical and legal advice in respect of the Commercial Investment Strategy. Additionally, the setting up of virtual servers and upgrades to software has required external technical input. There were also costs for temporary staff which have been employed on capital projects in the year.

#### **Revenue**

Overall, there was a net increase of £230k in the cost of interim staff in 2018/19 when compared to 2017/18. The largest increase was in the use of consultants £160k with the employment of temporary staff also showing a net increase £70k. The continued use of interim staff to meet vacancies across the Council, and also to provide interim capacity whilst the Council follows the current transformation programme, the development of the Local Plan and other business efficiency improvements.

All costs relating to interim staff have been met from within current resources (existing budgets or use of earmarked reserves) and the use of such staff has given the Council the flexibility and short-term capacity to undertake its transformation programme.

### **Recommendation:**

Members are asked to consider the report and comment as they consider necessary.

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

- 1.1 To advise of the use of consultants, hired staff and temporary staff during the 2018/19 financial year.

## **2. BACKGROUND**

- 2.1 In July 2014 the Employment Panel approved guidance notes for managers regarding the use of consultants and temporary staff.
- 2.2 The use of interim staff is an essential requirement in the day-to-day management of the Council's business. However, their use is limited to a range of specific purposes i.e. to meet a specialist skills gap where a full-time resource would not award the Council value for money, to cover for unplanned gaps in staffing or to meet short-term peaks in workload. The Council's accepted definitions for consultants, hired staff and temporary staff is shown below:

### **Consultants**

Individuals contracted to the Council as a sole trader or employees of a contractor to provide skills and knowledge the Council lacks. The contract terminates after a defined period of event (e.g. delivery of a report of advice).

### **Temporary Staff**

Individuals contracted to the Council as employees of an agency or contractor to provide additional capacity. They may be providing short term cover for staff absences (e.g. refuse operatives) or medium term cover (e.g. cover for vacant posts while permanent recruitment completes). The supplier is paid by invoice.

## **3. EXPENDITURE ANALYSIS**

- 3.1 The analysis shown below is split between capital and revenue. The reason for this distinction is that interim staff employed for capital development projects are incidental to the project and can be financed from capital resources i.e. the sale of assets.

### **Capital**

- 3.2 During 2018/19, there was a net increase of £274k in the cost of interim staff compared to 2017/18, a summary is shown in **Table 1** and the detailed analysis is shown in **Appendix 1**.

<b>Capital Comparison of consultants and temporary staff 2017/18 and 2018/19</b>			<b>Table 1</b>
	<b>Consultants</b>	<b>Temporary</b>	<b>TOTAL</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
2018/19	281	201	<b>482</b>
2017/18	175	33	<b>208</b>
<b>Variance</b>	<b>106</b>	<b>168</b>	<b>274</b>

The main reasons for the increase in Consultants costs in 2018/19 are:

- St Ives fitness project
- FMS data migration.
- Commercial Investments Little End Road and Rowley Centre

The main reasons for the increase in Temporary staff costs in 2018/19 are:

- Project management for the new Financial Management System.
- Support for the Alms Close project, Oak Tree remedial works and car park redevelopment

## Revenue

- 3.3 During 2018/19, there was a net increase of £230k in the cost of interim staff compared to 2017/18, a summary is shown in **Table 2** and the detailed analysis is shown in **Appendix 2**.

<b>Revenue Comparison of consultants and temporary staff 2017/18 and 2018/19</b>			<b>Table 2</b>
	<b>Consultants</b>	<b>Temporary</b>	<b>TOTAL</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2018/19</b>			
<b>Expenditure</b>	751	1,787	<b>2,537</b>
<b>Less Funding</b>			
- Public Sector Partner	(230)	(222)	(452)
- Earmarked Reserves	(46)	(6)	(52)
<b>Total Funding</b>	<b>(276)</b>	<b>(228)</b>	<b>(504)</b>
<b>Net Expenditure</b>	<b>475</b>	<b>1,559</b>	<b>2,034</b>
<b>2017/18</b>	<b>315</b>	<b>1,489</b>	<b>1,804</b>
<b>Variance</b>	<b>160</b>	<b>70</b>	<b>230</b>

- 3.4 The main reason for the increase in temporary staff costs in 2018/19 relates to an increase in the level activity on specific business as usual areas such as:

- To support implementation of FMS and delivery of the Commercialisation Strategy.

- To support the ICT element of the Shared Services and Transformation Programme

3.5 It should be noted that the net costs shown in **Table 2** have only be reduced by the use of external contributions and the use of earmarked reserves. The funding of the net expenditure is from within the existing budgets.

#### **4. KEY IMPACTS**

4.1 The use of interim staff assists the Council in meeting services needs and objectives. If such resources are not used from time-to-time, then it is very likely that service delivery and priorities would be impacted and the process of transformation would take considerably longer.

#### **5. LEGAL IMPLICATIONS**

5.1 There are no direct legal implications arising from this report.

#### **6. RESOURCE IMPLICATIONS**

6.1 With regard to capital, as the Commercial Investment Strategy matures there will be incidental costs relating to both the acquisition, and in time, disposal of assets. Also, over the life of a capital asset it is necessary for the Council to undertake some enhancement activity to ensure that such assets maintain their capital value, can continue to meet agreed lease standards and health & safety obligations.

6.2 With regard to revenue, the trend in respect of both consultants and temporary staff is upwards as the Council's non-business as usual one off projects i.e. Yotta, Council Anywhere and an increase for temporary cover whilst the Council is rearranged and re-skilled workforce is put in place to better meet emerging demands, as shown in Table 2. In due course, as services move to a new norm, it is expected that such costs will reduce.

6.3 New regulations came into force on 6 April 2017 changing the responsibility for assessing the tax status of consultants, interims and temporary staff. If directly engaged (not through an agency), the Council must determine whether the individual is acting as if a member of staff and if appropriate, collect National Insurance (NI) contributions and tax. The determination, based on HMRC guidance, considers a number of factors including duration, if a post holder, ability to substitute, etc. Failure to collect the correct tax and NI risks incurring fines, interest charges and back tax. The Management Team have been briefed and provided with links to the HMRC guidance and the HMRC online assessment tool. The Heads of Service have been tasked with identifying any consultants, interims and temporary staff that fall within the scope of the regulations and carrying out the appropriate assessment

#### **7. LIST OF APPENDICES INCLUDED**

- Appendix 1 - consultants and temporary staff – capital expenditure
- Appendix 2 - consultants and temporary staff – revenue expenditure

#### **BACKGROUND PAPERS**

None.

**CONTACT OFFICER**

Claire Edwards  
Finance Manager  
01480 388822

**CAPITAL EXPENDITURE**

Comments on expenditure in excess of £10,000 are provided.

<b>CONSULTANTS CAPITAL EXPENDITURE</b>			
<b>Head of Service</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	
Customer Services	0	16	
Leisure & Health	30	53	Consultants fees related St Ives fitness project and general advice across all leisure facilities
Operations	8	11	
Resources	83	193	FMS data migration; Commercial Investment support for Little End Road and Rowley Centre; Project Management for Alms Close
ICT	54	8	
<b>TOTAL</b>	<b>86</b>	<b>281</b>	

<b>TEMPORARY STAFF CAPITAL EXPENDITURE</b>			
<b>Head of Service</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	
Operations	0	6	
Resources	31	195	Project Management for the new FMS; additional support in relation to Oak Tree and Alms Close
ICT	2	0	
<b>TOTAL</b>	<b>33</b>	<b>201</b>	

## REVENUE EXPENDITURE

Comments on expenditure in excess of £10,000 are provided.

CONSULTANTS REVENUE EXPENDITURE				
Head of Service	2017/18 £000	2018/19 £000	Expenditure for 2018/19 includes	Justification for Spend
Community	3	11		
Customer Services	3	3		
Development	461	122	Professional advice related to the Local Plan (£95k). Professional advice related to applications (£19k)	Specialist advice not within establishment.
Leisure & Health	2	5		
Operations	104	96	Professional advice related to Hinchingsbrooke Country Park (£32k); Professional advice related to Waste Collection efficiency review (£20k).	Specialist advice not within establishment.  To improve efficiency of domestic waste collection
Resources	147	96	Professional advice related to Commercial Estates (£35k)  Insurance claims (£12k)  HR advice and recruitment (£10k);  VAT and other advice and information (£26k)	Specialist knowledge not available within the establishment. Income generating  Specialist knowledge not available within the establishment.  Specialist knowledge not available within the establishment.  Specialist advice not available within the establishment that is required for financial stewardship and audit.
Corporate Team Manager	155	5		
ICT Shared Services	144	367	Use of consultants for Project Management and application design & training (£367k)	Consultancy for a variety of new software packages (including IDOX, Yotta and Council Anywhere). All professional consultancy is to allow training/implementation of specific software packages. Expertise not available within establishment
Transformation	0	46	Continuation of the transformation project (£46k)	Creation of business efficiencies
<b>TOTAL</b>	<b>1,019</b>	<b>751</b>		

<b>TEMPORARY STAFF REVENUE EXPENDITURE</b>				
<b>Head of Service</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Expenditure for 2018/19 includes</b>	<b>Justification for Spend</b>
Community	6	48	Temporary staff	To cover vacancies and increased workload (one off) cover by additional income
Customer Services	87	34	Temporary staff	To cover vacancies
Development	41	28	Housing Policy Manager post is covered by a secondment from Peterborough City Council	To provide cover for staff vacancy. Secondment costs are partially offset by vacancy savings.
Leisure & Health	47	10		
Operations	600	728	Use of agency staff to cover basic collection rounds.	Requirements to back fill vacancies and holidays with agency staff to maintain service delivery.
Resources	500	579	The Financial Services Team have required extra to complete implementation of the FMS and the delayed recruitment to the Finance Managers post (£252k)  Attempts to fill the vacant Estates Management posts have failed and staff are required to fill the income generating portfolio of property (£319k)	Covering vacant posts.  Extra resources to undertake one-off project.  Covering vacant posts.  Income generating
Corporate Team Manager	165	0		
ICT Shared Services	610	354	Hired staff used until permanent staff appointed and the hire of specialist staff to assist with software and other implementations	To cover vacancies and one-off projects
Transformation	0	6		
<b>TOTAL</b>	<b>2,056</b>	<b>1,787</b>		



# Workforce Report

## Quarter One 2019-20

This report looks at the workforce profile of Huntingdonshire District Council employees during the fourth Quarter of the financial year, **1 April – 30 June 2019**.

The key findings from the workforce profile report are:

- The workforce had a headcount of **638** and a FTE (full-time equivalent) count of **581.7** at 30 June 2019. The total number of employees is down slightly from the end of the previous Quarter, as is the FTE count which had been 568.9 at 31 March 2019.
- Spend on pay costs for employees in 2019/20 is forecast to be more than **£1.1m** less than budgeted for the year.
- The annual average sickness figure has reduced from the previous Quarter to 7.8 days lost per FTE.
- The total number of days lost in Quarter One was significantly lower than in the previous Quarter. Both short-term and long-term sickness reduced significantly. **391.5** days were lost due to long-term sickness absence in 1 April to June 2019 compared to **503** in January to March 2019.
- **84%** of the workforce had no instances of sickness absence during the Quarter. This is the highest rate of full attendance in a Quarter One ever recorded by the Council.
- **13** employees had long-term sickness in Quarter One. This has decreased from **17** in the previous Quarter.
- The HR caseload reduced during Quarter one. **Over half** 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 will be sent on separately by the Quality Systems, Facilities and Safety Manager.

Authors: HR/Payroll Team  
Date: August 2019

## CONTENTS

<b>1.0</b>	<b>Employee Profile</b> .....	<b>3</b>
1.1	Headcount and FTE .....	3
1.2	Paybill.....	3
1.3	Workforce by Age and Pay Grade.....	4
1.4	High Earners.....	4
1.5	Gender Pay Gap .....	5
1.6	Leavers .....	5
1.7	Turnover.....	5
<b>2.0</b>	<b>Sickness Absence</b> .....	<b>6</b>
2.1	Trend of Working Days Lost Across HDC Over Rolling 12 Month Periods.....	6
2.2	Trend of Working Days Lost Across HDC By Quarter.....	7
2.3	Reasons for Sickness Absence .....	7
2.4	Number of Employees Taking Any Days of Sickness Absence in Quarter Two .....	8
2.5	Long-Term Sickness Absence Breakdown.....	8
2.6	Sickness Absence Reporting by Service .....	9
<b>3.0</b>	<b>HR Caseload</b> .....	<b>10</b>
3.1	Breakdown of HR Cases by Type for Quarter Two .....	100
<b>4.0</b>	<b>Accident / Incident Reports</b> .....	<b>11</b>
4.1	Operations Services .....	<b>Error! Bookmark not defined.</b>
4.2	Office-Based Premises and One Leisure Active Lifestyles Team Activities.....	<b>Error! Bookmark not defined.</b>
4.3	One Leisure .....	11

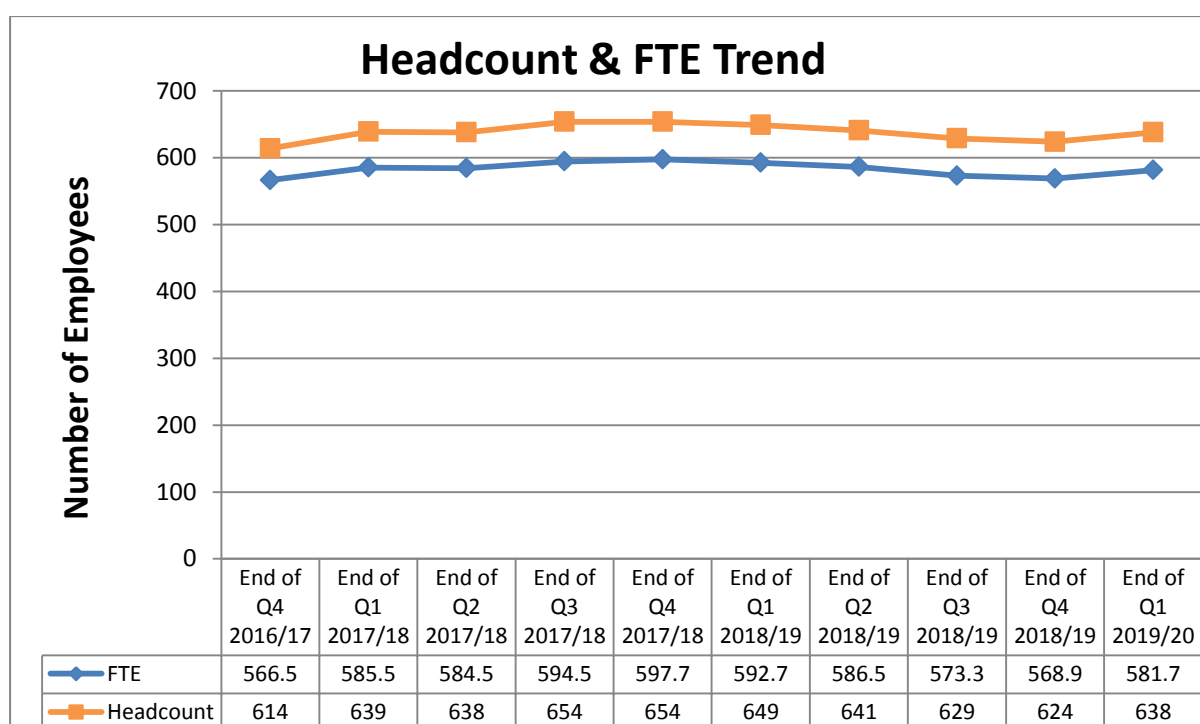
## 1.0 EMPLOYEE PROFILE

**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 One (30 June 2019), the total number of employees employed by Huntingdonshire District Council was 638 (excluding those employed on a variable and casual hours basis) with the number of full time equivalent posts at 581.7.



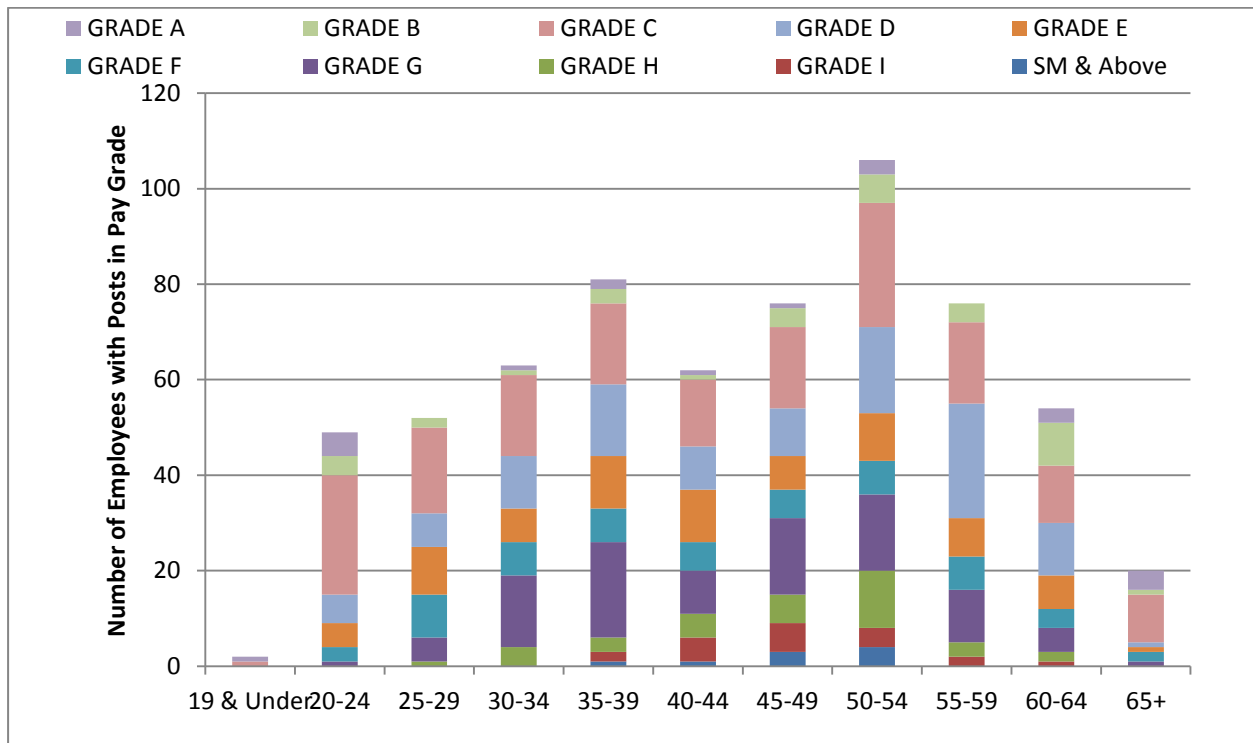
### 1.2 PAYBILL

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 4.5% of the budget, based on projections by managers at the end of June 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	23,192,646	
2019/20	24,871,268		23,753,202

### 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 One, 23 employees were paid at FTE salaries of £50,000 or above. The total number of employees classed as high earners is slightly higher than 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 One, 26 full-time/part-time employees on permanent or fixed-term contracts left the organisation, which is the higher than the previous Quarter (20). There were 15 voluntary resignations by employees on permanent contracts from April to June, compared to 14 in the previous Quarter.

Leaving Reason	Service	Total
Compulsory Redundancy	Corporate Team	1
	Operations	2
Retirement	Development	1
	Operations	1
End of Fixed Term Contract	3C ICT Shared Service	1
	Resources	1
	Transformation	1
Voluntary Resignation - New Job Offer	3C ICT Shared Service	3
	Community	1
	Customer Services	1
	Leisure & Health	3
	Operations	4
Voluntary Resignation – Relocation	Corporate Team	1
	Operations	2
Vol Resignation - Work Life Balance	Resources	1
Voluntary Resignation	Development	1
	Operations	1
<b>Grand Total</b>		<b>26</b>

## 1.7 TURNOVER

In the 12 months to 30 June 2019, 83 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 13.2%, which is slightly higher 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.

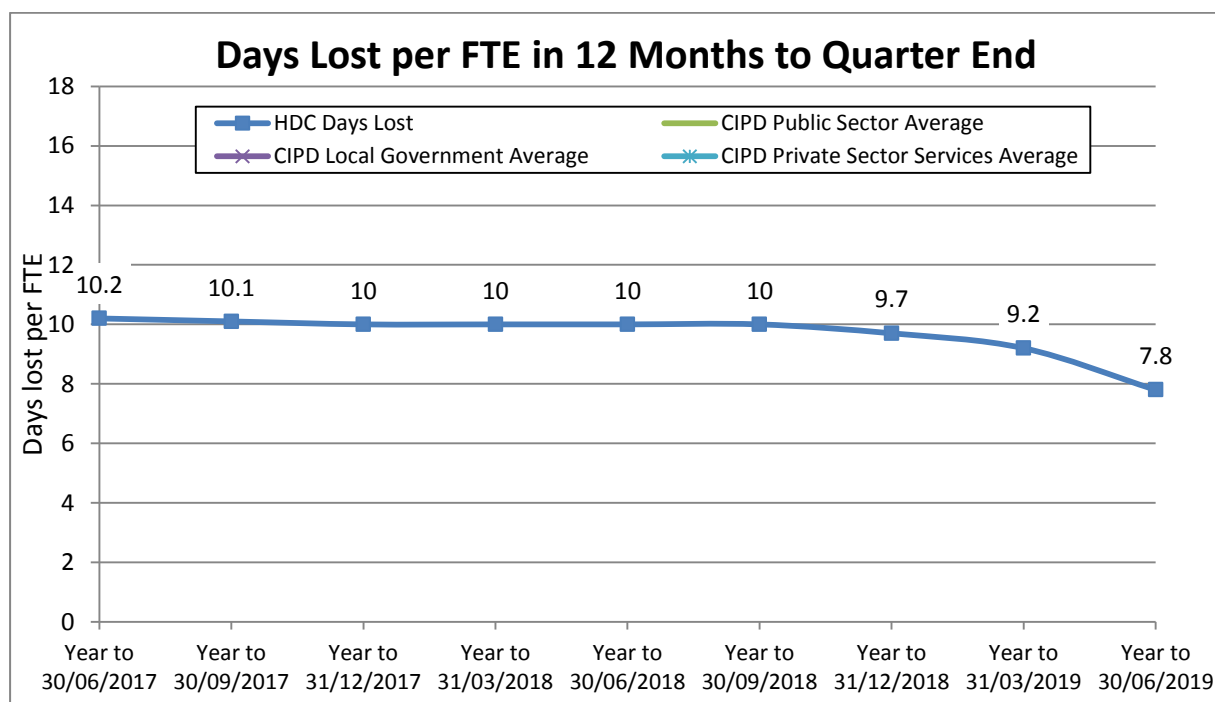
Trigger points for management action under the new HDC policy are now as follows:

- 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

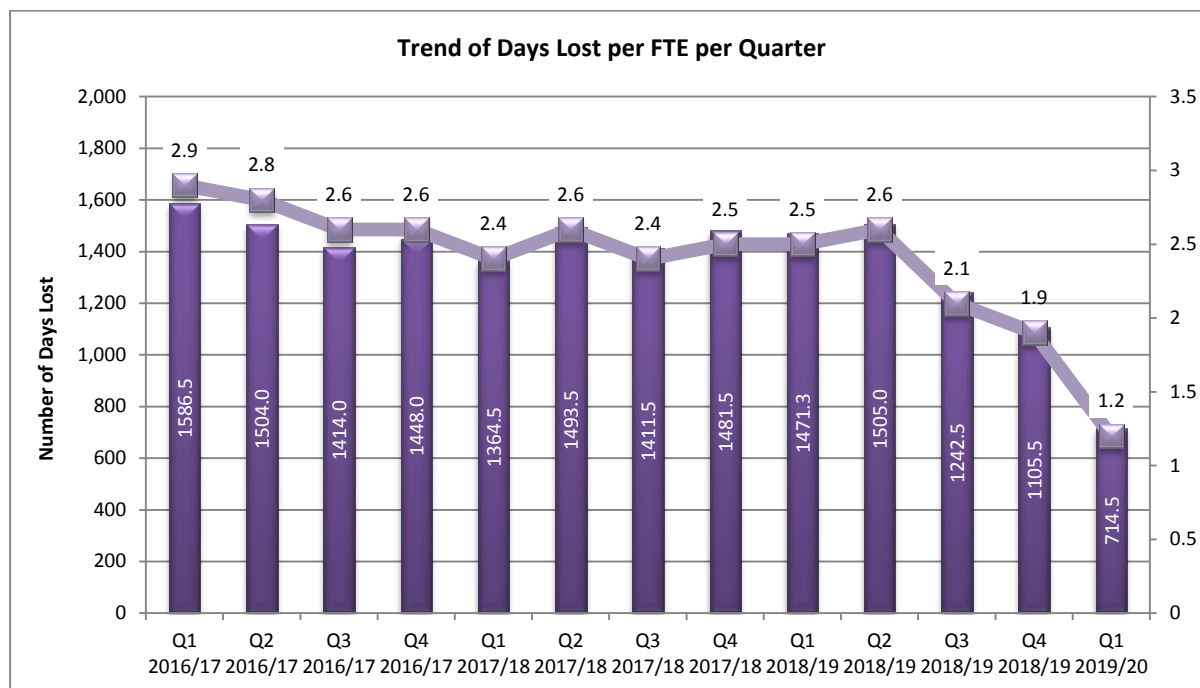
The graph shows the trend in sickness absence per full-time equivalent (FTE) employee over a rolling 12 month period, calculated to the end of each Quarter since December 2016. It shows sickness absence over the previous 12 months fell to 7.8 days per FTE. This is the lowest level recorded since June 2014.

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 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 One is lower than in the previous Quarter and the days lost per FTE has also reduced. The latest figure of 1.2 days lost per FTE is the lowest recorded by the Council since Quarter Three in 2013/14.



The number of days lost in Quarter One equates to the workload over 11 FTEs based on the 61 working days in the period from 1 April to 30 June this year.

## 2.3 REASONS FOR SICKNESS ABSENCE

Please see sickness reporting by category below:-

Sickness reason given:	Quarter One 2019/20		
	Employees	Days lost	%
3rd party accidents	1	1	0%
Anxiety, mental health & depression or Stress	9	159	22%
Asthma, chest, heart, cardiac	7	119.5	17%
Benign & malignant tumours or cancers	1	2	0%
Cough, cold, eye, ENT, infections/viruses	27	89	12%
Endocrine/glandular - diabetes, thyroid	1	1.5	0%
Gastro - abdominal pain, vomiting	32	94	13%
Genito urinary & gynaecological	5	71	10%
Headache, migraine, dental, oral	11	27	4%
Injury, fracture	10	76	11%
Musculoskeletal, including back & neck	8	70	10%
Pregnancy related	2	92	13%
Substance abuse, alcohol, drugs	0	0	0%

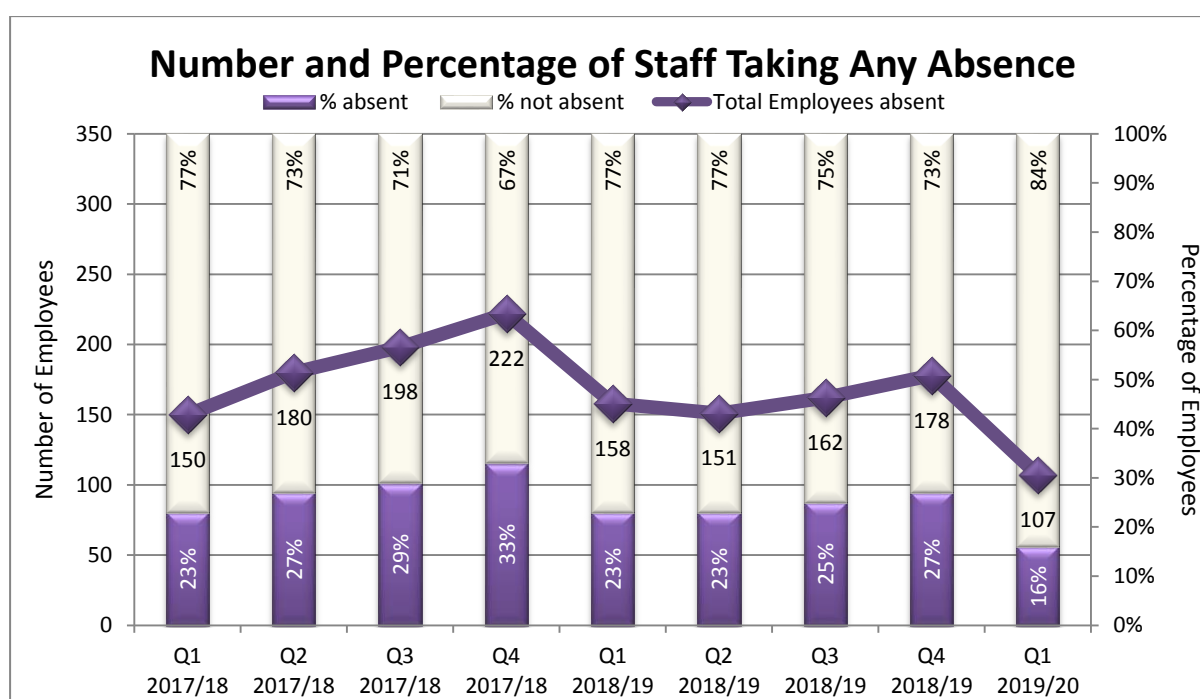
Compared to the same Quarter in 2018/19, there has been a significant decrease in days lost.

During Quarter One, 11 employees were absent due to either 'Stress' or 'Anxiety, mental health and depression' for a total of 159 working days lost. 116 (73%) 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.

Reason for Absence	No of Days Absence	% of Days Absence	No of People
Personal Reasons	20	13%	1
Work Related	61	39%	5
Both Work and Personal Reasons	78	48%	5
<b>Total</b>	<b>158</b>	<b>100%</b>	<b>11</b>

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

107 employees were absent due to sickness in Quarter One, which is 16% of those employed during the period. This is the highest rate of full attendance in a Quarter One 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%
Q1 2019/20	13 (12%)	391.50	55%



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. 13 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 13 employees absent due to long-term sickness during the Quarter, six remained absent at the end of June.

## 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 short-term absence but long-term absence rose in three services.

Service	Total days sick		Days Lost/FTE	Employees absent in Quarter
CLT/Executive Support	1 (2)	↓	0.1	1 (11% of all in service)
Community	125.5 (163)	↓	2.6	7 (13%)
Corporate Team	7 (39)	↓	0.5	4 (26%)
Customer Services	101.5 (270.5)	↓	1.1	25 (25%)
Development	20 (54)	↓	0.4	7 (12%)
ICT (Shared Service)	36.5 (62)	↓	0.5	8 (10%)
Leisure and Health	120.5 (173)	↓	1.2	16 (13%)
Operations	269.5 (335)	↓	1.6	34 (20%)
Resources	33 (7)	↑	1.3	5 (18%)
<b>OVERALL</b>	<b>714.5 (1,105.5)</b>	<b>↓</b>	<b>1.2</b>	<b>107 (17% 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	1 (2)	↓	0.1	1 (11% of all in service)
Community	15.5 (65)	↓	0.3	4 (8%)
Corporate Team	7 (39)	↓	0.5	4 (26%)
Customer Services	56.5 (124.5)	↓	0.6	24 (24%)
Development	20 (54)	↓	0.4	7 (12%)
ICT (Shared Service)	19.5 (62)	↓	0.3	7 (9%)
Leisure and Health	59.5 (57)	↑	0.6	13 (10%)
Operations	131 (192)	↓	0.8	30 (18%)
Resources	13 (7)	↑	0.5	4 (14%)
<b>OVERALL</b>	<b>323 (602.5)</b>	<b>↓</b>	<b>0.6</b>	<b>94 (15% of all HDC employees)</b>

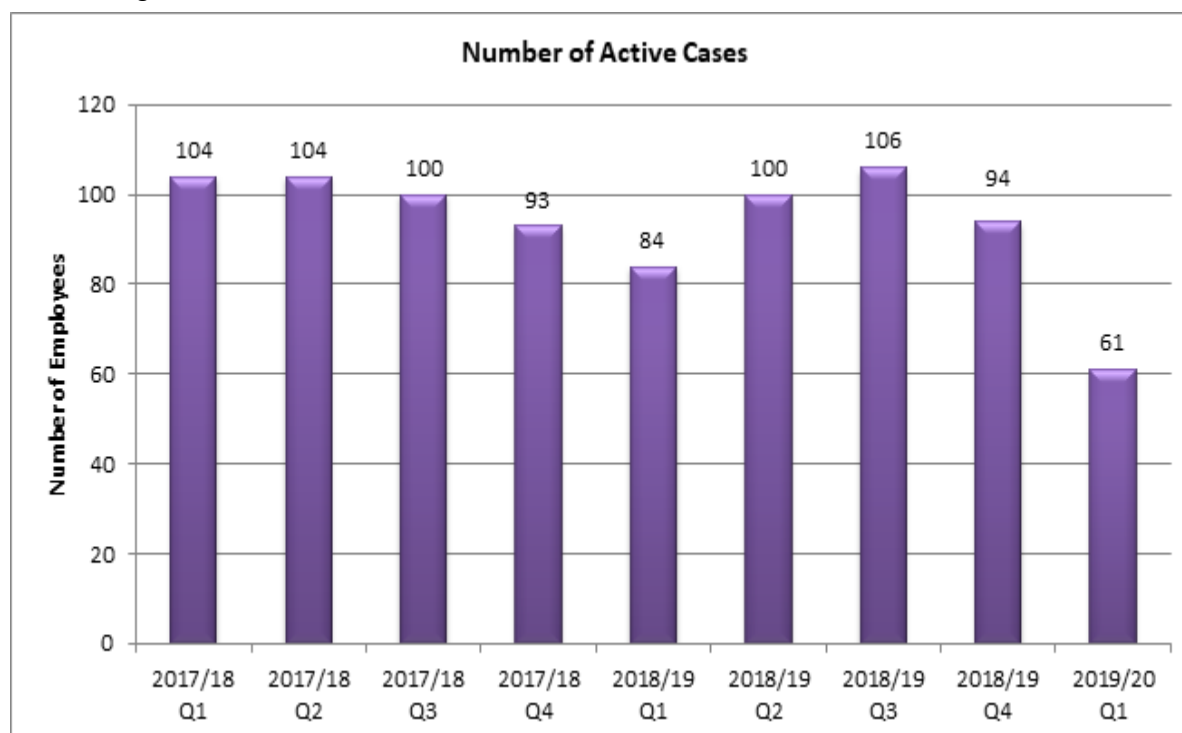
Service	Total days sick – long-term		Days Lost/FTE – long-term	Employees absent during Quarter due to long-term sickness
CLT/Executive Support	0 (0)	-	0.0	0 (0% of all in service)
Community	110 (98)	↑	2.3	3 (6%)
Corporate Team	0 (0)	-	0.0	0 (0%)
Customer Services	45 (146)	↓	0.5	1 (1%)
Development	0 (0)	-	0.0	0 (0%)
ICT (Shared Service)	17 (0)	↑	0.2	1 (1%)
Leisure and Health	61 (116)	↓	0.6	3 (2%)
Operations	138.5 (143)	↓	0.8	4 (2%)
Resources	20 (0)	↑	0.8	1 (4%)
<b>OVERALL</b>	<b>391.5 (503)</b>	<b>↓</b>	<b>0.9</b>	<b>13 (2% of all HDC employees)</b>

1

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 One, there were 61 cases in progress, of which 32 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	1	1	0
Capability – Long Term Sickness	8	3	11	23
Capability – Short Term Sickness	10	12	22	51
Capability – Performance	3	1	4	1
Consultations (including TUPE)	3	1	4	4
Bullying and Harassment (Dignity at Work)	0	0	0	0
Disciplinary	3	4	7	6
Employment Tribunals	0	1	1	2
Grievance	2	7	9	4
Probation	0	1	1	0
Manager Advice / Support	0	0	0	2
Subject Access Request	0	1	1	0
<b>Total</b>	<b>29</b>	<b>32</b>	<b>61</b>	<b>94</b>

The total number of cases was lower than the total recorded in the previous Quarter. Whilst there was a decrease in cases this is in line with the reduction in sickness absences.

#### 4.0 ACCIDENT / INCIDENT REPORTS

- Details of the number and nature of recent accidents and incidents affecting employees and non-employees will be sent on separately by the Quality Systems, Facilities and Safety Manager.

This page is intentionally left blank

**Public/  
Key Decision - No**

## **HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** Establishment of Employment Company

**Meeting/Date:** Employment Committee – 4th September 2019

**Executive Portfolio:** Councillor Darren Tysoe, Executive Councillor for Digital and Customer

**Report by:** Oliver Morley – Corporate Director (Services)

**Ward(s) affected:** N/A

---

### **Executive Summary:**

The Council established a holding company in 2017 known as HDC Ventures Ltd (HDCVL). HDCVL now intends to establish an employment company to assist the Council achieve its corporate objectives. This is because it will enable the Council to attract and employ individuals with the skills and aptitudes that are required in an increasingly competitive employment market. It is considered important to inform the Employment Committee where Council employment matters are concerned.

Specialist Legal advice has been commissioned. More detailed information will be provided at the meeting. It is the principle of the arrangement that Member endorsement is sought.

### **RECOMMENDED**

Members are asked to take account of advice presented and endorse the continued establishment of an employment company.

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

- 1.1 The purpose of this report is to acquaint the Committee with proposals to establish an employment company to enable the Council to attract and employ individuals with the skills and aptitudes required to achieve its future strategic objectives.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 The Employment Committee's function is to discharge a strategic overview of the people management and workforce decisions and issues within the Council. It is necessary, therefore, to provide information to Members of the Committee on matters that have employment implications.

## **3. ANALYSIS**

- 3.1 In an increasingly competitive employment market, the Council needs to be able to offer packages and incentives that enable it to attract people with specific skills and aptitudes. Three areas where the Council has established needs are:

- roles where there is a direct private sector benchmark for the role,
- where the labour force generally seeks higher take home pay, rather than a more generous pension entitlement, and
- specialist technical roles that can be short term, and where the alternative is the interim and contractor market.

- 3.2 The Council increasingly believes there will be circumstances where there will be close alignment between employment and the Council's trading activities.

- 3.3 There are detailed matters that will need careful consideration, such as:

- Equal pay implications,
- TUPE, and
- transfer of staff pension rights.

These and other matters are the subject of Legal advice, which has been commissioned by the Council. Further information will be provided to Members at the meeting.

## **4. KEY IMPACTS / RISKS**

- 4.1 Legal advice has been sought on the impacts and risks associated with establishing and operating an employment company. This advice will be closely adhered to.

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

- 5.1 A Plan leading to the incorporation and subsequent operation of the company will be produced in light of Legal advice.

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

- 6.1 Develop a flexible and skilled workforce.
- 6.2 Continuing to reshape the way the Council works to realise our savings target and improve performance

## **7. CONSULTATION**

- 7.1 Consultation is vital when establishing a Local Authority Trading Company. It is all the more important where employment matters are concerned. The Council has sought specialist Legal advice, which has confirmed that the courts have consistently stated that where local authorities are considering 'high-level choices about how, as a matter of principle and approach, an authority goes about performing its functions' a consultation under s3 of the Local Government Act 1999 (LGA 1999) must be conducted with employees who may be impacted. There have been recent high profile cases about council failures to consult. The Council will ensure it obtains and complies with sound Legal advice in this respect.

## **8. LEGAL IMPLICATIONS**

- 8.1 As stated above, the Council has obtained detailed Legal advice on establishing the new company. Further advice will be needed during the incorporation process and leading into the operational state.

## **9. RESOURCE IMPLICATIONS**

- 9.1 There are no additional resource implications.

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

- 10.1 The Council currently sees the advantage in having an employment company that enables it to consider a greater range of options it when developing new working arrangements. It is important to state that this will not be suitable in many situations.
- 10.2 The Council is now in a position where it is desirable to proceed with establishing the company.
- 10.3 Members are asked to take account of advice presented and endorse the continued establishment of an employment company.

## **11. BACKGROUND PAPERS**

None.

### **CONTACT OFFICER**

Name/Job Title: Oliver Morley / Corporate Director (Services)  
Tel No: 01480 388103  
Email: [oliver.morley@huntingdonshire.gov.uk](mailto:oliver.morley@huntingdonshire.gov.uk)



# 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 15 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 fifteen.

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 fifteen.

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'.