

meeting COUNTY COUNCIL

date 30<sup>th</sup> June 2011

agenda item number **7a x.**

## **REPORT OF THE CABINET MEMBER FOR PERSONNEL AND PERFORMANCE**

### **1. Purpose of the Report**

1.1 The report seeks to update Members on various issues relating to the Personnel portfolio.

### **2. Implementation of the Pay Strategy**

2.1 Since the release of the evaluated job scores for school support staff at the beginning of March 2011, 632 submissions for appeal have been received.

2.2 Arrangements to consider appeals are being made on a school by school basis, commencing 21<sup>st</sup> June 2011.

2.3 All Chairs of Governors and Head Teachers, received a letter at the end of May providing an update on any issues arising from the scores' release and proposed implementation. Further updates will be provided as the process progresses.

2.4 Discussions with the recognised trade unions and their solicitors regarding back pay and equal pay have been ongoing since September 2010. The key driver to these discussions has been to ensure a consistent approach to that adopted with centrally employed staff during phase 1. To date it has not been possible to reach an agreement.

2.5 Given the lead in time to make the necessary arrangements, formal signing events are currently being planned to take place over the school summer holidays and into the autumn term. Schools are being used as venues and events will take place at the end of the school day to ensure there is no disruption to pupils' education.

2.6 A small group of staff were moved onto their new rate of pay in May and further groups will move across on a phased basis. Any back pay

- 2.7 Protection arrangements for staff who will lose salary as a result of the job evaluation process have retained the options of 3,4 or 5 years protection to ensure consistency with centrally employed staff placed in a similar position.

### **3. Wellbeing and Attendance Management**

- 3.1 As reported to Members on 19<sup>th</sup> May 2011, the average number of days sickness per employees at year end 2010 /11 (Quarter 4, 1<sup>st</sup> January to 31<sup>st</sup> March), was 9.19, an overall reduction of 0.61 days per employee over the whole year.
- 3.2 A detailed breakdown of the data and trends underpinning this overall statistic is now available and is attached as an **appendix** to this report.
- 3.3 Current quarterly reporting reflects the data over a rolling 12 month period. In many service areas enabling into finalised structures is still ongoing, meaning that the details for many employees remain recorded in the pre April 2011 organisational structure. A clear detailed picture will not be available until all restructures and enabling processes have been resolved.
- 3.4 The information set out in this report will therefore be the last sickness absence data set reflecting the old County Council structure at departmental and divisional level. Reports from Quarter 1 2011/12 (1<sup>st</sup> April to 30<sup>th</sup> June) onward will reflect the emerging new County Council organisational structure, providing a new base line for future trends analysis and comparison on a rolling basis. It is anticipated that a set of first quarter data will be available in early August.
- 3.5 In common with most other local authorities, illness attributed to stress and depression has continued to be the single greatest cause of sickness absence across the County Council throughout 2010/11. The Council's statutory responsibility to put preventative measures in place to protect its employees from harm caused by work related stress and react appropriately where this occurs remains a key priority.
- 3.6 As new structures, job roles and organisational culture embed, engaging managers in the effective prevention and management of stress is business critical for the County Council. Effective interventions which reduce and manage stressors and build employee resilience will be key features of the successful implementation of organisational change and the development of a positive and productive organisational culture, including employees taking greater individual responsibility.

- 3.7 Affecting real and sustainable improvement will focus on a proactive, strategic, approach to preventing stress-related absence and promoting wellness and productive attendance. This will be linked to the new management competencies to ensure that the new cohort of County Council managers take responsibility and are accountable for:
- preventing, eliminating and reducing stress at source
  - supporting employees suffering from stress in work to remain at work productively
  - facilitating those who are absent as a result of stress to return to work at the earliest possible opportunity
  - ensuring that employees returning to work following absence due to stress are successfully rehabilitated.
- 3.8 The new competencies will be rolled out across the organisation from the summer onwards and will help clarify expectations of all staff and managers. The framework outlines the required competency and underpinning behaviour at all levels based on a number of key themes. This will be supported by a comprehensive programme of learning and development interventions to ensure that staff and managers have the necessary knowledge, skills and confidence to work in new ways to ensure delivery of key services and achievement of strategic priorities.

#### **4 Performance**

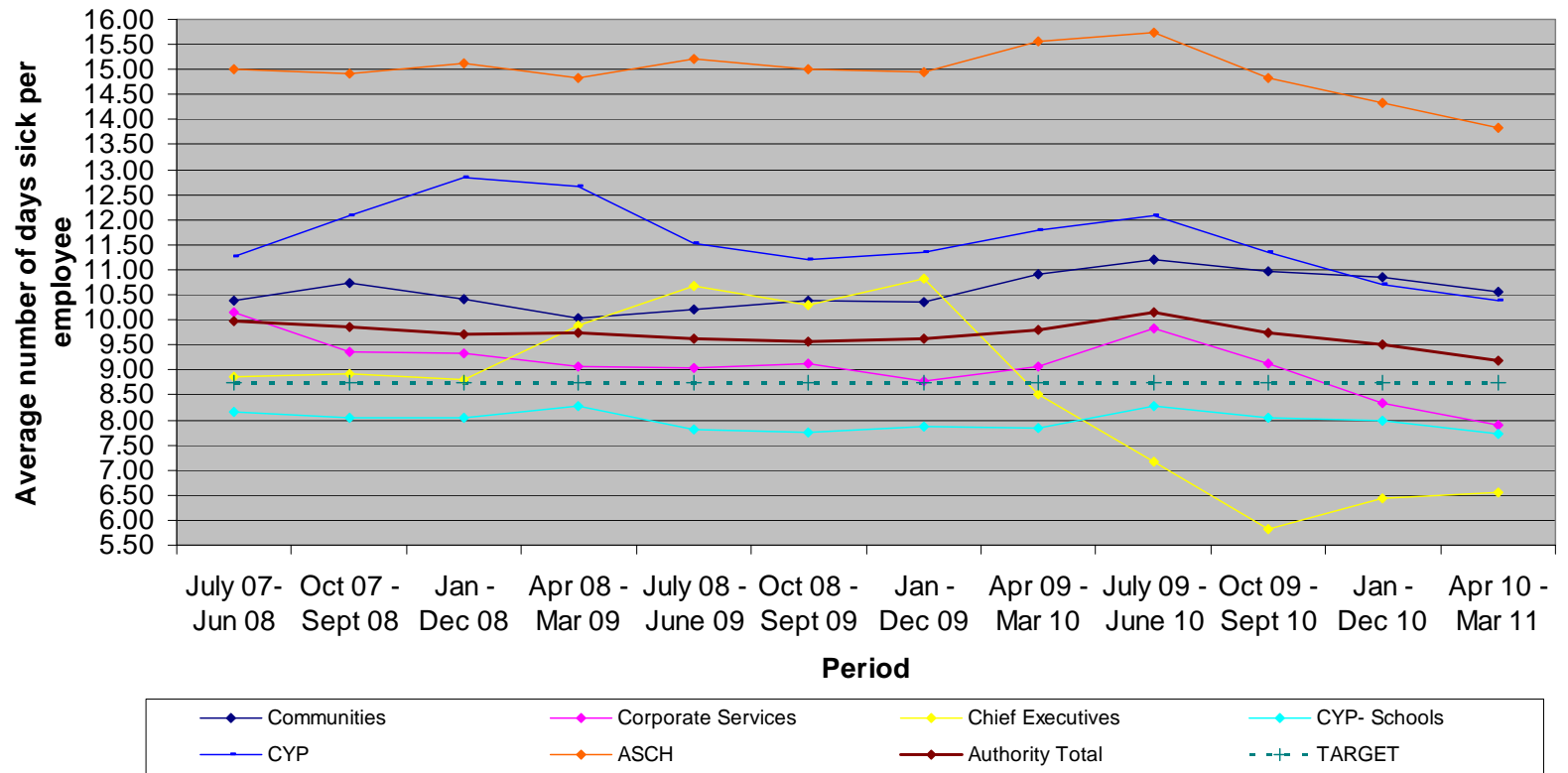
- 4.1 Within my remit I have responsibilities for the Catering & Facilities Management group which provides a number of services both to the County Council and schools. In May I had the opportunity to visit some staff and managers to gain a better understanding of some of the issues they face daily particularly in respect of grounds maintenance and schools catering. As always I was very impressed with the dedication and loyalty of the frontline staff to carrying out their duties on a daily basis and the pride they have working for the County Council.
- 4.2 At Halam Primary I spoke to pupils who were thoroughly enjoying their hands on experience in preparing their school lunch being taught by clearly dedicated catering staff. I visited a number of landscape teams who from watching them at work were all expert in their own field and went onto Eastwood School where as well as enjoying a superb lunch for £2 was impressed with the staffs ability in managing to serve over 400 children in 20 minutes.
- 4.3 I also visited one of our local meat suppliers and as well as renewing an old acquaintance was pleased to see our continued commitment to the local supply chain.

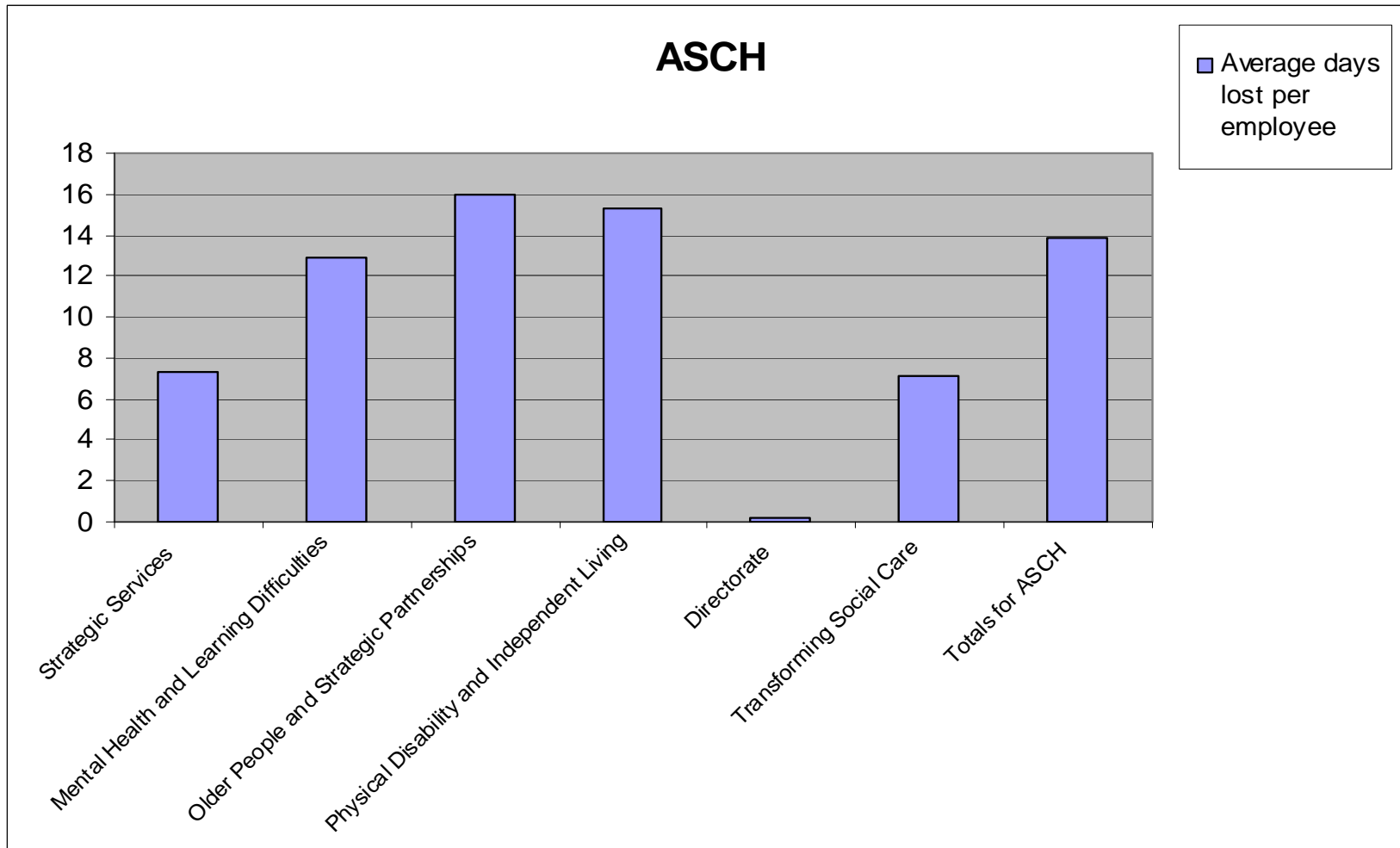
**COUNCILLOR ANDY STEWART  
CABINET MEMBER FOR PERSONNEL AND PERFORMANCE**

### Performance – (rolling totals)

|                       | July 07- Jun 08  | Oct 07 - Sept 08 | Jan - Dec 08 | Apr 08 - Mar 09 | July 08 - June 09 | Oct 08 - Sept 09 | Jan - Dec 09 | Apr 09 - Mar 10 | July 09 - June 10 | Oct 09 - Sept 10 | Jan 10 – Dec 10 | Apr 10 – Mar 11 |
|-----------------------|------------------|------------------|--------------|-----------------|-------------------|------------------|--------------|-----------------|-------------------|------------------|-----------------|-----------------|
|                       | Q1               | Q2               | Q3           | Q4              | Q1                | Q2               | Q3           | Q4              | Q1                | Q2               | Q3              | Q4              |
| Communities           | 10.39            | 10.72            | 10.42        | 10.03           | 10.20             | 10.39            | 10.37        | 10.91           | 11.20             | 10.96            | 10.86           | 10.56           |
| Corporate Services    | 10.14            | 9.37             | 9.33         | 9.08            | 9.04              | 9.14             | 8.77         | 9.06            | 9.84              | 9.12             | 8.34            | 7.89            |
| Chief Executives      | 8.86             | 8.92             | 8.82         | 9.88            | 10.67             | 10.30            | 10.81        | 8.51            | 7.16              | 5.82             | 6.45            | 6.55            |
| CYP Schools           | 8.16             | 8.04             | 8.04         | 8.27            | 7.81              | 7.76             | 7.87         | 7.85            | 8.28              | 8.04             | 7.98            | 7.71            |
| CYP                   | 11.26            | 12.09            | 12.83        | 12.66           | 11.53             | 11.20            | 11.36        | 11.78           | 12.09             | 11.35            | 10.70           | 10.38           |
| ASCH                  | 15.02            | 14.91            | 15.12        | 14.83           | 15.21             | 15.00            | 14.94        | 15.56           | 15.73             | 14.84            | 14.32           | 13.84           |
| <b>Authority</b>      | <b>9.98</b>      | <b>9.87</b>      | <b>9.71</b>  | <b>9.73</b>     | <b>9.63</b>       | <b>9.56</b>      | <b>9.61</b>  | <b>9.80</b>     | <b>10.15</b>      | <b>9.75</b>      | <b>9.52</b>     | <b>9.19</b>     |
| <b>Target 2010/11</b> | <b>8.75 days</b> |                  |              |                 |                   |                  |              |                 |                   |                  |                 |                 |

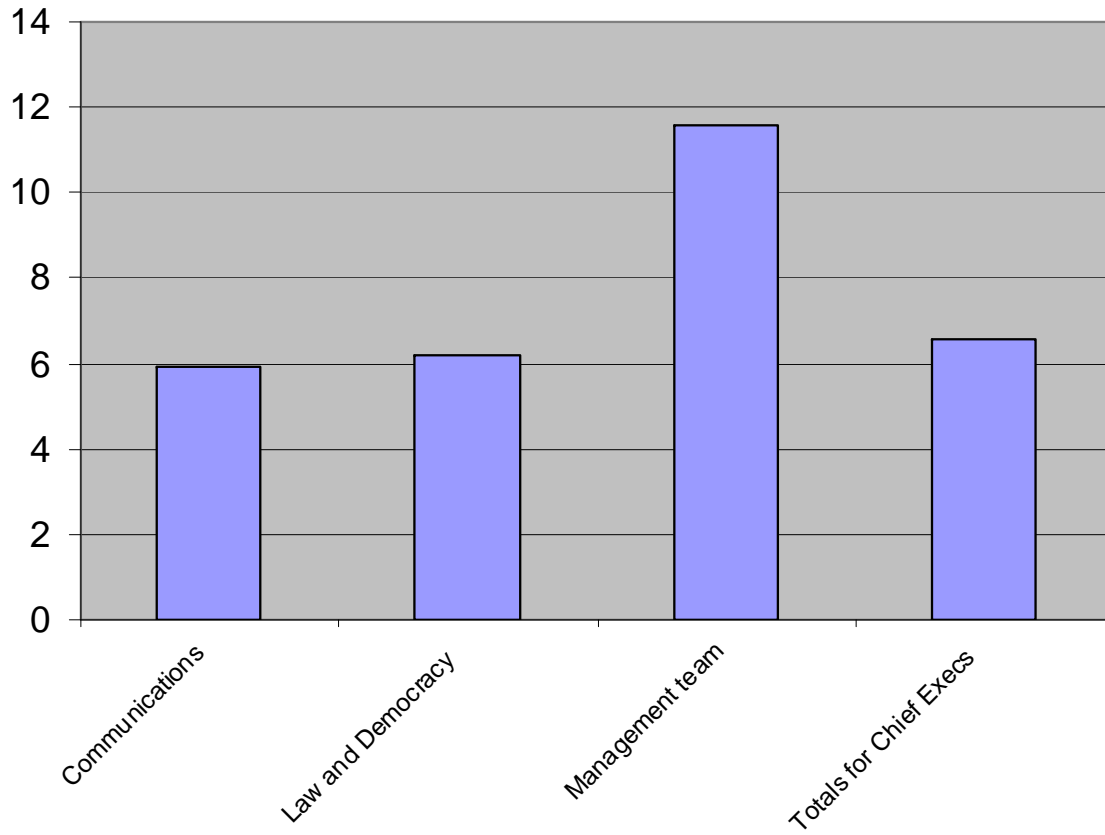
### Average number of days sick per employee for the Authority by Department



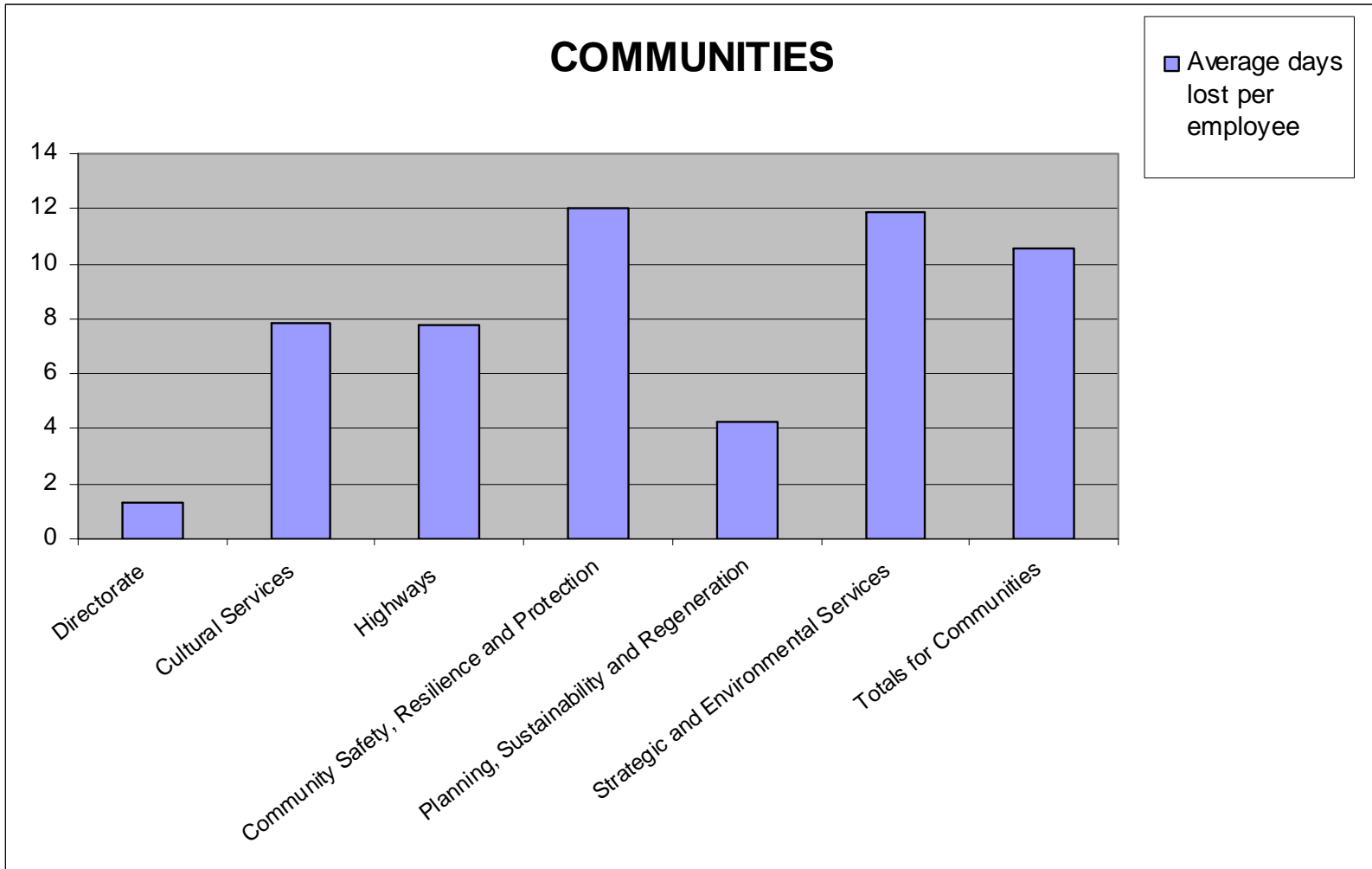


# CHIEF EXECUTIVES

■ Average days lost per employee

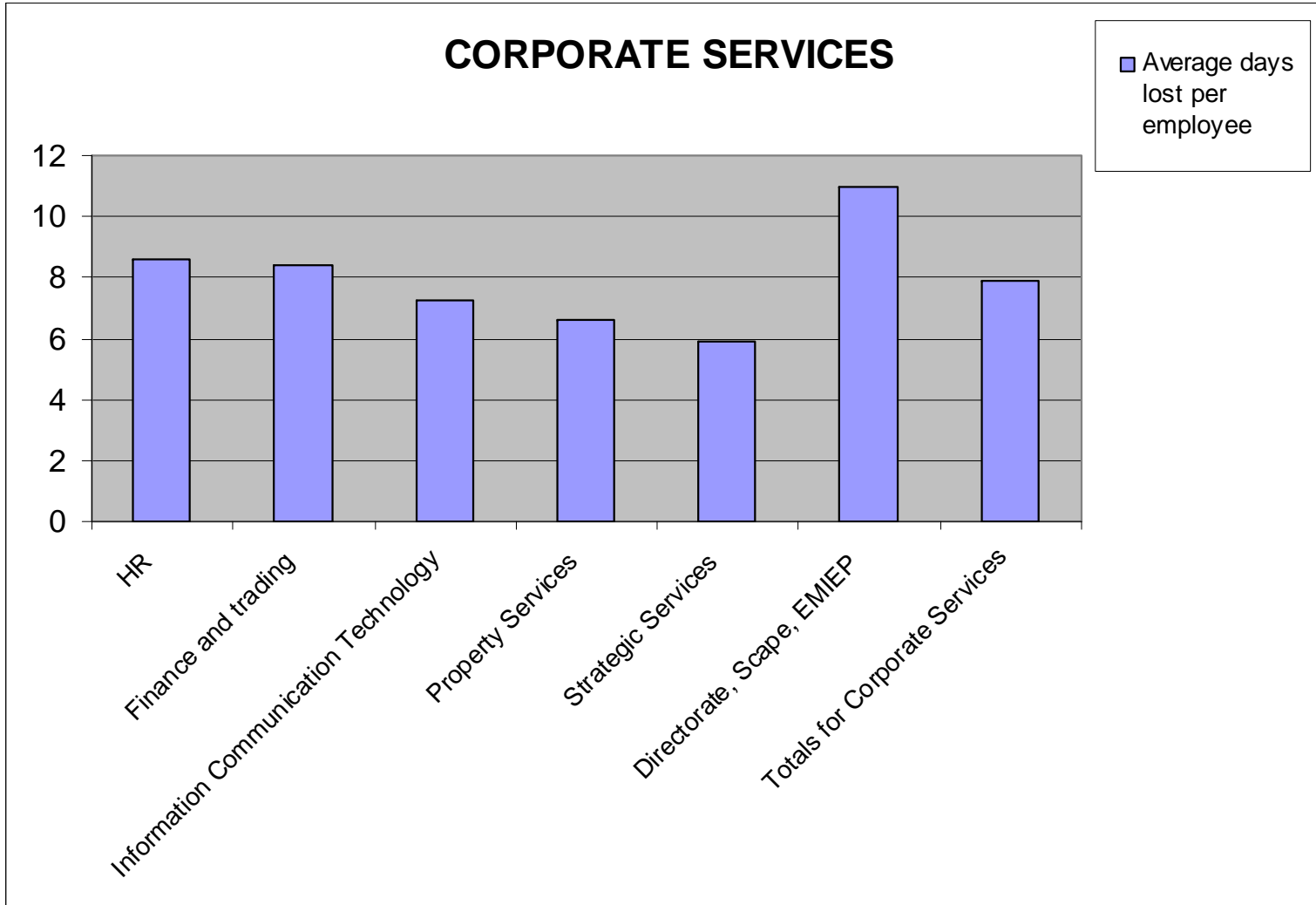


# COMMUNITIES



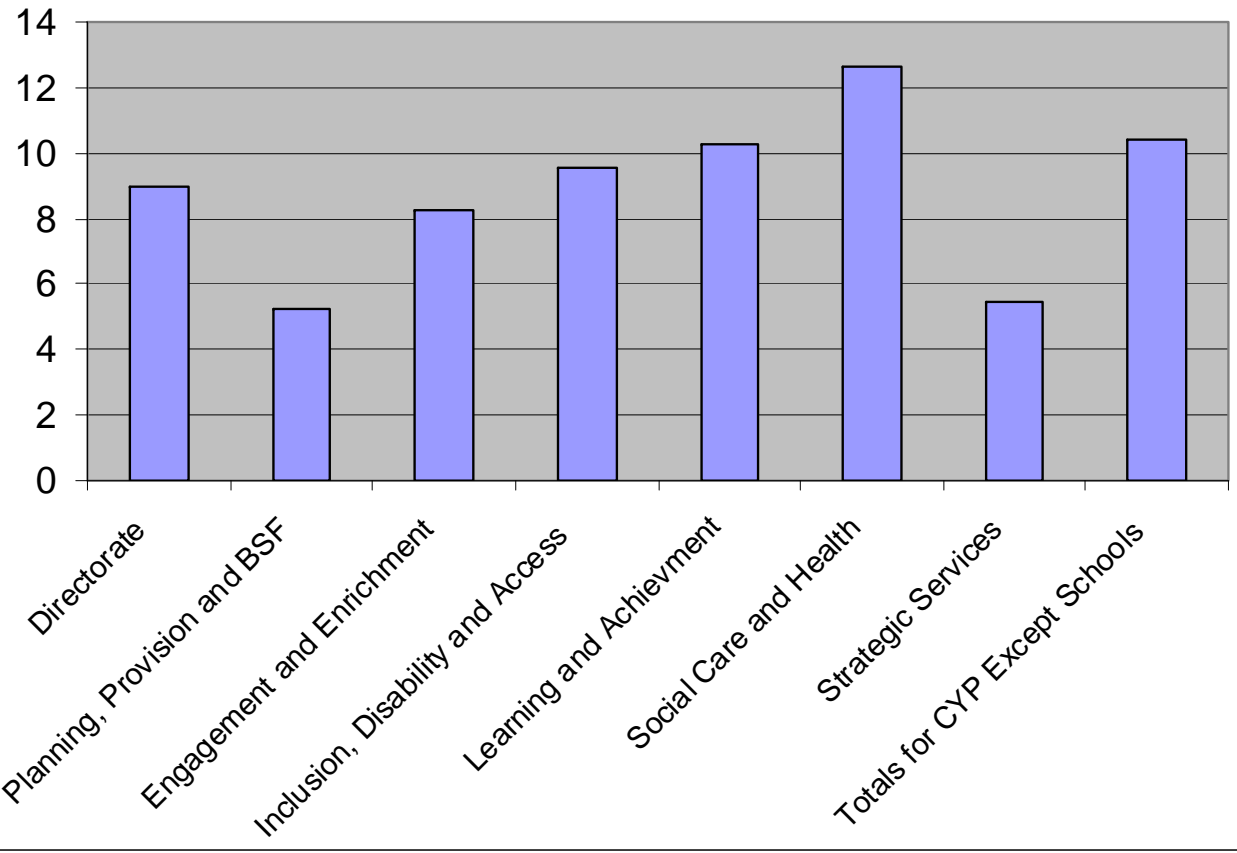


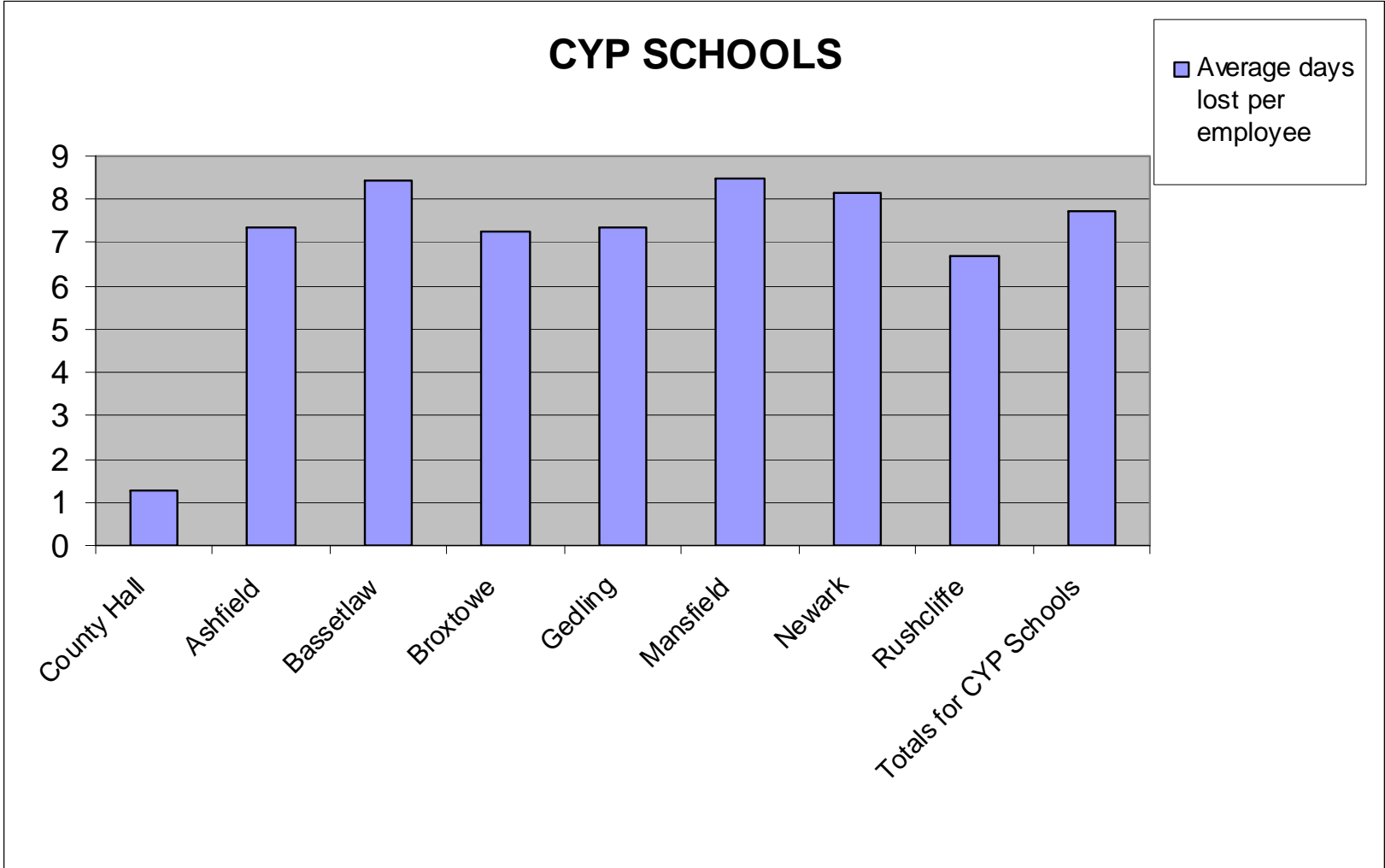
# CORPORATE SERVICES



# CYP EXCEPT SCHOOLS

Average days lost per employee

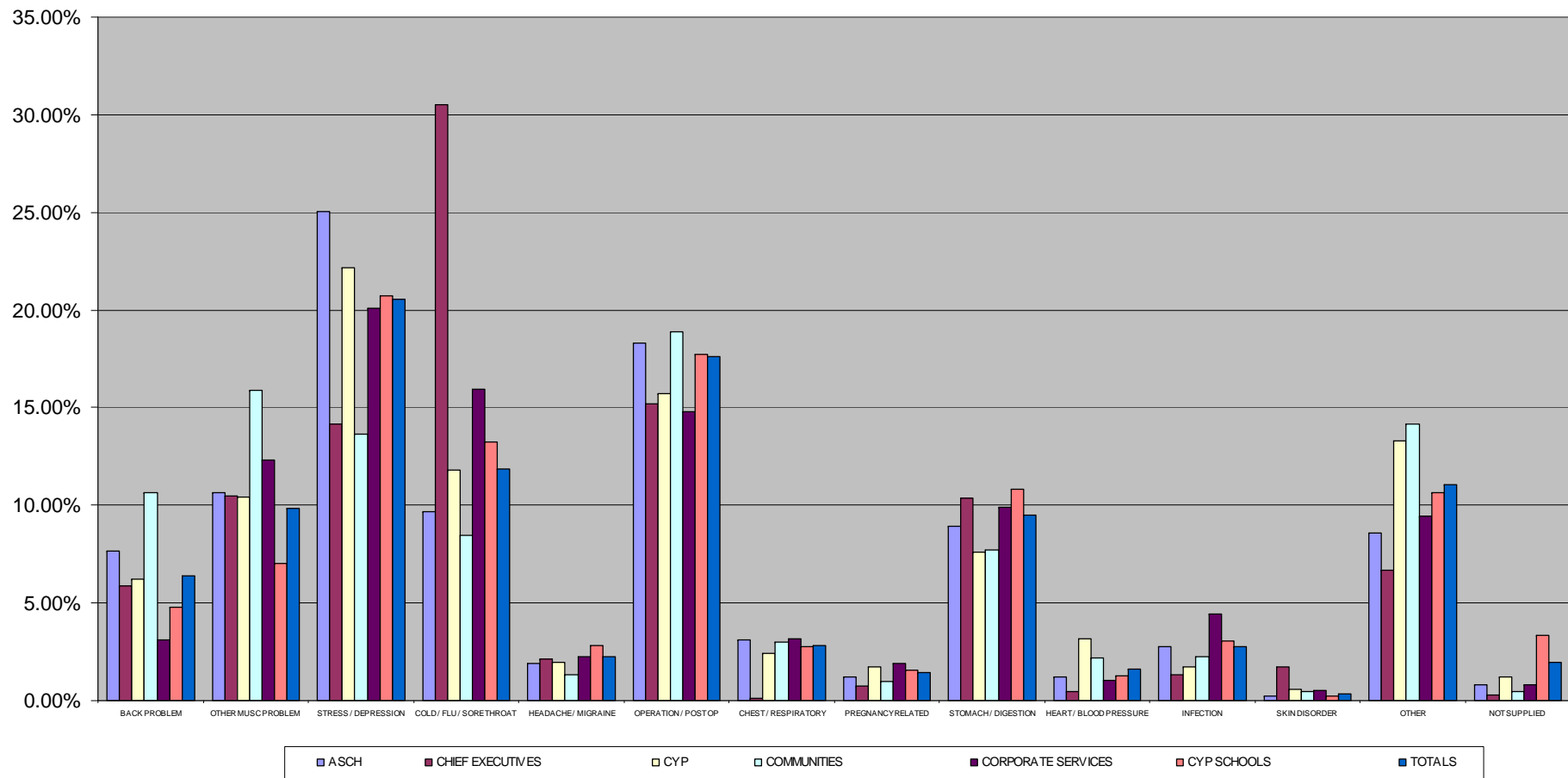




**Reasons for absence:**

|                    | <b>BACK PROBLEM</b> | <b>OTHER MUSC PROBLEM</b> | <b>STRESS/DEPRESSION</b> | <b>COLD/FLU/SORE THROAT</b> | <b>HEADACHE/ MIGRAINE</b> | <b>OPERATION/ POST OP</b> | <b>CHEST / RESPIRATORY</b> | <b>PREGNANCY RELATED</b> | <b>STOMACH / DIGESTION</b> | <b>HEART/ BLOOD PRESSURE</b> | <b>INFECTION</b> | <b>SKIN DISORDER</b> | <b>OTHER</b>  | <b>NOT SUPPLIED</b> |
|--------------------|---------------------|---------------------------|--------------------------|-----------------------------|---------------------------|---------------------------|----------------------------|--------------------------|----------------------------|------------------------------|------------------|----------------------|---------------|---------------------|
| ASCH               | 7.64%               | 10.67%                    | 25.03%                   | 9.66%                       | 1.88%                     | 18.30%                    | 3.11%                      | 1.20%                    | 8.90%                      | 1.21%                        | 2.76%            | 0.24%                | 8.58%         | 0.82%               |
| CHIEF EXECUTIVES   | 5.90%               | 10.46%                    | 14.15%                   | 30.50%                      | 2.12%                     | 15.19%                    | 0.14%                      | 0.72%                    | 10.37%                     | 0.45%                        | 1.35%            | 1.71%                | 6.68%         | 0.27%               |
| CYP EXCEPT SCHOOLS | 6.20%               | 10.41%                    | 22.19%                   | 11.78%                      | 1.98%                     | 15.71%                    | 2.39%                      | 1.75%                    | 7.60%                      | 3.19%                        | 1.73%            | 0.55%                | 13.30%        | 1.21%               |
| COMMUNITIES        | 10.67%              | 15.91%                    | 13.67%                   | 8.45%                       | 1.32%                     | 18.88%                    | 2.99%                      | 0.95%                    | 7.70%                      | 2.20%                        | 2.22%            | 0.45%                | 14.14%        | 0.45%               |
| CORPORATE SERVICES | 3.08%               | 12.31%                    | 20.08%                   | 15.97%                      | 2.24%                     | 14.82%                    | 3.18%                      | 1.91%                    | 9.92%                      | 1.06%                        | 4.46%            | 0.54%                | 9.43%         | 0.81%               |
| CYP SCHOOLS        | 4.80%               | 7.04%                     | 20.71%                   | 13.24%                      | 2.80%                     | 17.72%                    | 2.76%                      | 1.55%                    | 10.83%                     | 1.27%                        | 3.06%            | 0.23%                | 10.66%        | 3.33%               |
| <b>TOTALS</b>      | <b>6.40%</b>        | <b>9.84%</b>              | <b>20.57%</b>            | <b>11.83%</b>               | <b>2.25%</b>              | <b>17.60%</b>             | <b>2.82%</b>               | <b>1.42%</b>             | <b>9.49%</b>               | <b>1.64%</b>                 | <b>2.75%</b>     | <b>0.33%</b>         | <b>11.08%</b> | <b>1.98%</b>        |

### REASONS FOR ABSENCE (Apr 10 - Mar 11)



## Distribution of sickness type (Apr 10 - Mar 11)

