

# STAFFING AND APPEALS COMMITTEE



**Date: Tuesday, 08 May 2018**

**Democratic and Members' Services**  
Quentin Baker  
LGSS Director: Law and Governance

**10:30hr**

Shire Hall  
Castle Hill  
Cambridge  
CB3 0AP

**Kreis Viersen Room**  
**Shire Hall, Castle Hill, Cambridge, CB3 0AP**

## AGENDA

**Open to Public and Press**

- 1. Apologies for absence and declarations of interest**  
*Guidance on declaring interests is available at*  
<http://tinyurl.com/ccs-conduct-code>
- 2. Minutes of the Staffing and Appeals Committee 6th March 2018** **5 - 8**
- 3. Cambridgeshire County Council Workforce** **9 - 14**
- 4. Exclusion of Press and Public**

*To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraphs 1, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to any individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information) and Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations matters arising between the authority and employees,*

*or office holders under the authority*

**5. Service Director Business Improvement and Development**

- Information relating to any individual;
- Information relating to any consultations or negotiations, or contemplated consultations or negotiations in connection with any labour relations matters arising between the Authority or a Minister...

**6. Corporate Leadership Team Pay Options 2018**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

The Staffing and Appeals Committee comprises the following members:

Councillor Nichola Harrison Councillor Samantha Hoy Councillor Peter Hudson Councillor Bill Hunt Councillor Mac McGuire Councillor Lucy Nethsingha Councillor Josh Schumann and Councillor Joan Whitehead

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact*

Clerk Name: Michelle Rowe

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These arrangements operate in accordance with a protocol agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccc-film-record>.

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <https://tinyurl.com/ProcedureRules>.

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**STAFFING AND APPEALS COMMITTEE - MINUTES**

**Date:** Tuesday, 6th March 2018

**Time:** 3.30 p.m.– 4.30p.m.

**Place:** Room 128, Shire Hall, Cambridge

**Present:** Councillors P Downes (substituting for Councillor Nethsingha), N Harrison, S Hoy, P Hudson, W Hunt, J Schumann (Chairman) and J Whitehead

**Apologies:** Councillors L Nethsingha and M McGuire

**22. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**23. MINUTES – 31ST OCTOBER 2017**

The minutes of the meeting held on 31st October 2017 were confirmed as a correct record and signed by the Chairman, subject to the inclusion of Councillor Hunt as being present at the meeting.

**24. PAY POLICY STATEMENT 2018-19 AND GENDER PAY GAP REPORTING**

The Committee received a report presenting drafts of the Chief Officer Pay Policy Statement and the Gender Pay Gap Report for review, and asking it to recommend that Council agree these documents. Members noted that

- it was a statutory requirement to publish this information on senior employee remuneration and the gender pay gap
- this was the first year that the gender pay gap report was required
- the gender pay gap report, based on pay data as of 31 March 2017, showed both the mean and the median pay gap for the Council to be below a 2017 national public sector pay gap comparator
- the Pay Policy Statement showed the current ratio of the Chief Executive's full salary to the median salary in the organisation to be 1:7, well within the Fair Pay Review 2010's recommendation that the pay ratio should be not more than 1:20
- there had been no change in pay policy decisions since the last annual report, but for clarity, the posts included in Appendix 2a and 2b had changed, and posts shared with Peterborough City council and LGSS posts had been annotated as such.

Members' attention was drawn to paragraphs 5.5-5.9 in the draft report to Council (subsequently published with the agenda for Council on 20 March 2018) which had not been included in the report to the Committee. The Committee noted that

- the Council's recruitment practices already had mechanisms in place to ensure fair selection without gender bias
- the job evaluation tools used ensured that fair and equitable grades were given to all roles, free from gender bias
- learning and development activity was available to all irrespective of working hours and location

- the Chief Executive had commissioned a full review of factors affecting the gender pay gap, and actions to reduce the gap would be sought.

In the course of discussion, members

- noted one member's account of being involved in a review of the pay gap at the University of Cambridge some years ago, when the Labour government before 2010 had required the publication of information on gender and pay. Factors identified as contributing to the pay gap then had included the process for promotion to higher academic posts, the point on the salary scale at which newly-appointed lecturers were paid, and an apparent reluctance of women to apply for promotion. The pay gap for non-academic staff had been less marked
- asked whether the County Council had any earlier comparative data on gender and pay; officers undertook to review what had been done previously

#### **Action required**

- drew attention to the presence of more men in the upper pay quartiles, noting that the gender pay gap varied between quartiles
- noted that the numbers of employees given in the workforce profile referred to people, full-time or part-time, rather than being whole-time equivalent figures
- commended the work being done to reduce the gender pay gap
- in relation to the pay multiple, given in Appendix 1 as 1:7, commented that the Chief Executive's shared post represented good value, and noted that the range of pay multiples in local authorities went up to 1:13
- suggested that the salary of officers one tier below Chief Executive might provide useful comparative information
- questioned how many educational psychologist posts were on the list; it was confirmed that the list was individual posts and this example would have been of an employee at the higher end of the national pay scale, which reflected post-holders' experience and training
- suggested that it would aid understanding of the table at Appendix 2a if it was listed that the posts were individual and did not represent groups of jobs
- in relation to the post of 'Consultant Public Health' noted that this was a job title used in the Public Health context, and did not refer to a person brought in as an external consultant in the more common usage of the term 'consultant'
- asked whether the Council employed on a consultancy basis employees who had recently left the organisation. Officers advised that the Council's Consultancy Policy restricted the use of former staff on a consultancy basis. This policy was currently being refreshed, and on completion of the work would be brought to the Staffing and Appeals Committee
- noted that there was no requirement to publish information on payments to consultants, though it was possible to do so provided it was not commercially sensitive. Officers added that differences in employment conditions, such as

entitlement to annual leave, made it difficult to compare rates for consultants and for permanent staff

- asked what use was in practice made of market supplement payments. Officers advised that they were rarely used; the Council had a pay structure which could not simply be changed when the market changed. A recent list of market supplements had shown a total of ten such payments. They were only ever a temporary measure deployed in specific circumstances, and required evidence to justify why a person should be paid more than the usual rate
- said that it would be useful for the Committee to see how many people were on each pay grade at all levels, and what the average salary was, as the present report covered only a small fraction of the total staff. Such a report would also assist the monitoring of the gender pay gap.

The Chairman asked officers to prepare a workforce review paper, to include the above information, perhaps accompanied by information on such aspects as performance and sickness – in short, a workforce review paper. He invited members to send to the HR Director any further comments on what such a paper might include.

**Action required**

It was resolved unanimously

to recommend that Council agree the Pay Policy Statement 2018-19 (Appendix 1 of the report before Committee) including the pay multiple and the Gender Pay Gap Report 2018 (Appendix 3).

## **25. UPDATE ON NATIONAL AND LOCAL PAY NEGOTIATIONS**

The Committee received a report updating it on the national Local Government pay offer, which proposed 2% uplifts on 1 April 2018 and 1 April 2019 for the majority of employees on National Joint Council (NJC) rates. Members noted that the offer had not yet been agreed, and was being put to the ballot by the trades unions, so it was still not clear what the final implications for the 2018/19 budget would be. The offer, if accepted, would have to be funded from within the Council's existing resources; the business plan presented to Council in February had assumed a 2% increase across the board for employees linked to national terms. Members noted that the pay inflation of some employees was locally determined, which the Strategic Management Team was in the process of reviewing against the budget.

The Chairman requested that a further report be brought to the Committee because of the uncertainties of the present position.

It was resolved to note national and local pay negotiation update.

## **26. NEW EMPLOYMENT POLICY UPDATE**

The Committee received a report updating it on key employment policy reviews and developments planned for 2018. Members noted that the Grievance Procedure and the Bullying and Harassment Policy had been reviewed in the light of staff feedback that their processes were cumbersome to implement; the former policy was now known as Resolving Workplace Concerns, and the latter was now Respect in the Workplace.

The Committee further noted that Resolving Workplace Concerns encouraged the speedy resolution of issues as they were raised, and contained fewer stages in its process than the Grievance Procedure. Resolving Workplace Concerns was currently being launched, with training for managers across the organisation.

Discussing the report and Resolving Workplace Concerns policy revisions, members

- enquired what had changed apart from the language and ethos of the former Grievance Policy. Officers advised that a step had been removed, that of talking to the line manager, because this intermediate step had in practice been used to prolong the matter, rather than resolve it. Under Resolving Workplace Concerns, managers were expected to resolve issues, and there was an appeal procedure should the employee not be satisfied by the result
- drew attention to the list of circumstances to which the Resolving Workplace Concerns procedure did not apply. Officers explained that there were already ways of raising an issue within the excluded areas; Resolving Workplace Concerns could be used for issues about colleagues, team meetings, working hours for example
- commented that the exclusion of 'day to day management issues' was open to interpretation, and could make staff reluctant to raise concerns. The HR Director undertook to review the wording of this and the following point, on disagreements with Council policy **Action required**
- suggested that it would be helpful to incorporate a list of inclusions to indicate the sort of issues that people might wish to raise, and to remove the exclusion of day to day management issues
- asked that where other policies were mentioned, a link to them be supplied.

Turning to the Respect at Work Policy, members

- welcomed the inclusion of the table of positive behaviours, and the definition of unacceptable behaviours, as helping people to identify where it would be appropriate to challenge a particular behaviour
- suggested that use of the policy should be kept under review, and if staff were not in practice making use of it, further revision should be considered.

Members endorsed both documents, Resolving Workplace Concerns and the Respect at Work Policy.

It was resolved

to note the update on key employment policy reviews and developments planned for 2018.

Chairman  
8<sup>th</sup> May 2018



**CAMBRIDGESHIRE COUNTY COUNCIL WORKFORCE**

*To:* **Staffing and Appeals Committee**

*Date:* **8<sup>th</sup> May 2018**

*From:* **Martin Cox, HR Director**

*Electoral division(s):* **All**

*Forward Plan ref:* **N/A**

*Key decision:* **No**

*Purpose:* To provide Committee with an overview of the workforce profile and employee relations activity for the year 2017-2018.

*Recommendations:* The Committee is asked to take note of the information contained in the report.

<b><i>Officer contact:</i></b>		<b><i>Member contact</i></b>	
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## **1.0 PURPOSE**

- 1.1 The purpose of this report is to provide Members with an overview of the Cambridgeshire County Council workforce and employee relations activity.

## **2.0 THE WORKFORCE**

- 2.1 Appendix one provides a visual overview of our workforce. As of 31<sup>st</sup> March 2018, Cambridgeshire County Council (CCC) had a headcount of 5366 (of which 381 work within LGSS), equating to 3586 full time equivalents.
- 2.2 80% of employees are female, this compares to a local government average of 75% female. Latest census data<sup>i</sup> outlines that the Cambridgeshire population is almost equally split with a male/female percentage of 49.9%/50.1%.
- 2.3 The average age of a CCC employee is 45.5 years old, and the average length of service is 7 years.
- 2.4 Over 67% of employees are on the nationally agreed National Joint Council (NJC) grades, with 24% paid on the Professional and Management grades, 3% on the Corporate Leadership Team (CLT) pay line and the remaining spread across other pay grades.

## **3.0 TURNOVER**

- 3.1 638 employees left Cambridgeshire County Council employment last year, giving an overall turnover figure of 11.9%. Comparators include the local government average of 13% and the national UK figure of 16.5%, demonstrating that we have a healthy level of turnover.
- 3.2 The turnover figures across the Council are fairly evenly spread, with Public Health seeing the highest levels and Place and Economy the lowest. It should be noted that Public Health are the smallest directorate in CCC which can often skew turnover data.
- 3.3 The average age of a leaver at Cambridgeshire is 44.7, slightly lower than the average age of an employee, and the average length of service of a leaver is currently 5.7 years.

## **4.0 EMPLOYEE RELATIONS AND ABSENCE**

- 4.1 Overall the number of employee relations cases that were raised in 2017/18 decreased from 2016/17. However, a notable increase is in the number of performance/capability cases being managed, with a 40% increase in the figures between the two years. A new improving performance policy was launched across the Council early in 2016, so the increase is a positive sign that managers are becoming more confident in using this policy.
- 4.2 The appeals against dismissal policy was changed in 2015, and the responsibility for hearing these appeals was passed from Members to Officers. The data demonstrates that the number of appeals being raised has significantly increased since the change.
- 4.3 Absence levels for the year 2017/18 were 6.92 days lost per full time equivalent employee. The latest data from the Local Government Association (LGA) outlined the number of days lost in 2015/16 was 8.8 days per Full time Equivalent (FTE) and this figure had stayed fairly static for the 5 years previous to this.

## 5.0 SUMMARY

- 5.1 In summary, the data and analysis outlined above demonstrates that Cambridgeshire County Council's employee profile is relatively comparable with local government averages, and turnover levels within the Council are healthy.
- 5.2 Further work is being carried out to review the gender pay gap, and a report will be brought back to Staffing and Appeals Committee in August to present the findings and suggested actions resulting from this review.
- 5.3 Reports are being developed in the new ERP Gold system and more comprehensive reports will enable us to bring Staffing and Appeals Committee future and more in-depth workforce reports when requested.
- 5.4 The Staffing and Appeals Committee is asked to note the content of this report.

Source Documents	Location
None	

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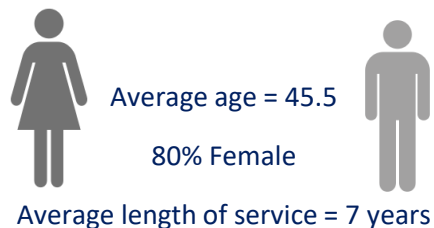
<sup>i</sup> 2011 Census data



# Staffing and Appeals Committee

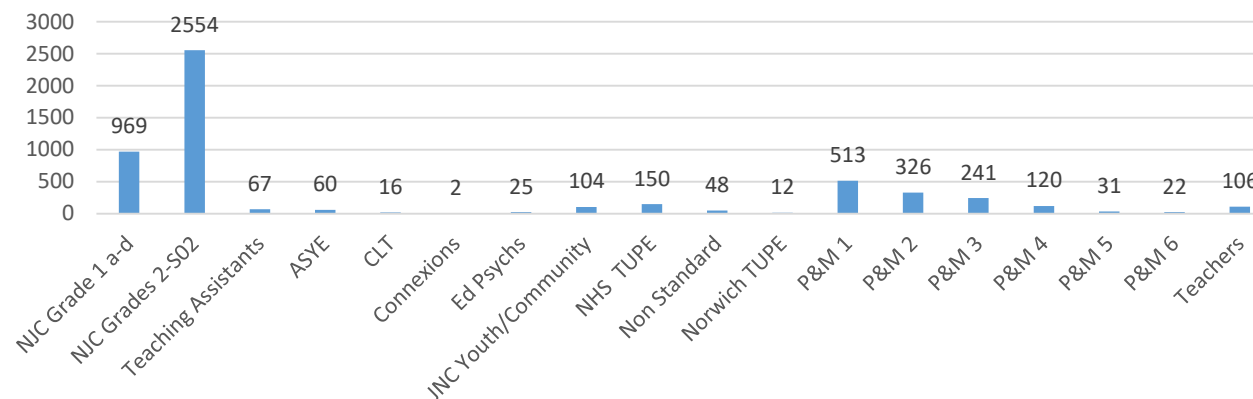
## Cambridgeshire County Council Workforce Profile 2017-18

Current Employees: 5366

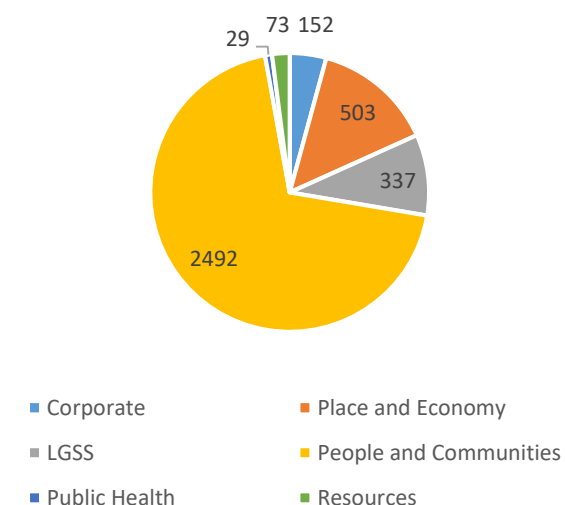


### Our Current Workforce Profile

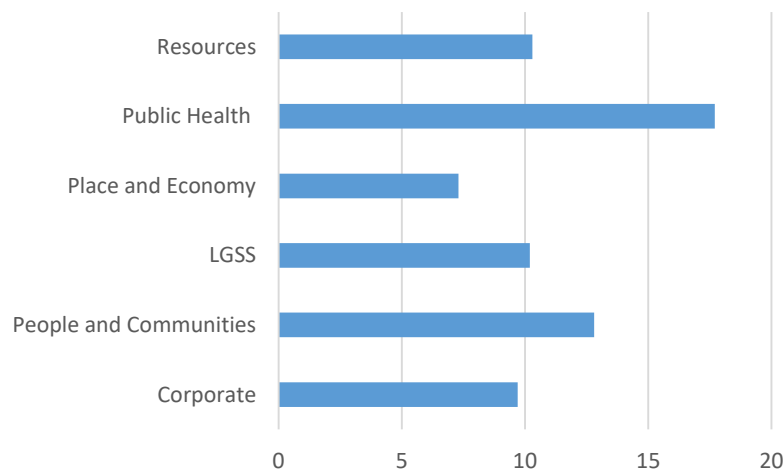
Number of Employees by Grade



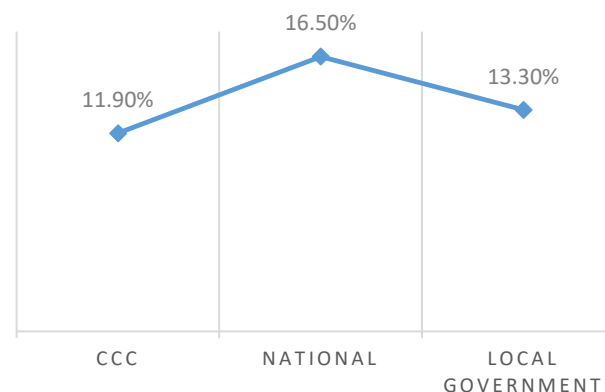
FTE by Directorate



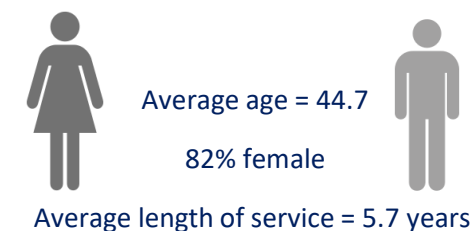
Turnover by Directorate (%)



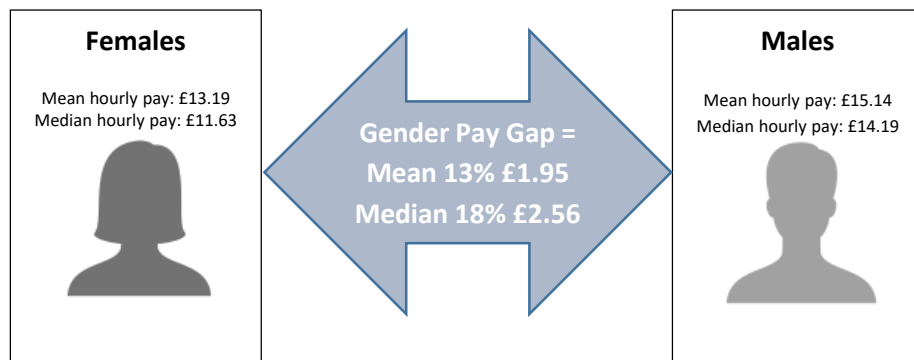
### Turnover



### Our Leavers



## Our Gender Pay Gap



## Employee Relations

Resolved casework by directorate - annual summary	Annual 2017/18 (2016/7 data in brackets)				
Directorate	Absence	Capability	Disciplinary	Grievance	Total
CFA / People & Communities	182 (213)	45 (34)	33 (43)	10 (14)	270 (304)
Public Health	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Corporate Directorate	2 (5)	1 (0)	0 (0)	0 (0)	3 (5)
Resources	1 (n/a)	0 (n/a)	0 (n/a)	0 (n/a)	1 (n/a)
ETE / Place and Economy	9 (15)	4 (5)	2 (1)	0 (1)	15 (22)
LGSS (CCC)	24 (16)	9 (3)	4 (2)	1 (1)	38 (22)
Total	218 (249)	59 (42)	39 (46)	11 (16)	327 (353)

During 2017 – 2018 we lost an average of 6.92 days per FTE due to sickness. 42% of this was short term and 58% long term.

## Employee Engagement

# 63%

### Overall Engagement

Engagement is an employee's willingness to put discretionary effort into their work in the form of time, thought and energy. Engaged employees have a desire and a commitment for doing the best job they can. These three components help us to understand and improve the experience of employees at work.

Public Sector Norm	55
UK norm	60

# 66%

### Alignment

Relationship with management

How closely individuals' objectives, values and aspirations match with those of the organisation.

49
58

# 69%

### Involvement

Relationship with the job

How involved people feel with their job, i.e. job satisfaction, motivation and personal fulfilment.

59
63

# 54%

### Loyalty

Relationship with the organisation

The emotional tie people have to the organisation as a whole e.g. how proud they feel, their outlook.

57
59

## Appeals Against Dismissal

Appeals against Dismissal		Outcome	
Year	Number of Appeals	Upheld	Dismissed
April 2012 – March 2015	8	2	6
Change in appeals process from Member to Officer hearing			
April 2015 – March 2018	14	2	12