

# STAFFING AND APPEALS COMMITTEE



**Date: Thursday, 15 December 2016**

**Democratic and Members' Services**

Quentin Baker

LGSS Director: Law and Governance

**14:00hr**

Shire Hall

Castle Hill

Cambridge

CB3 0AP

**Room 128**

**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/ccc-dec-of-interests>*

**2 Minutes - 27th September 2016**

**3 - 4**

**3 Cambridgeshire County Council Workforce**

**5 - 10**

**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 Paragraph 1 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.)*

**5 A Confidential Review of the Leadership Structure for Children, Families and Adults**

The Staffing and Appeals Committee comprises the following members:

Councillor Barbara Ashwood Councillor Sir Peter Brown Councillor Paul Bullen Councillor Adrian Dent Councillor Peter Downes Councillor Bill Hunt Councillor Gail Kenney Councillor Mac McGuire Councillor Joshua Schumann Councillor Simone Leigh Taylor 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

Clerk Telephone: 01223 699180

Clerk Email: [michelle.rowe@cambridgeshire.gov.uk](mailto:michelle.rowe@cambridgeshire.gov.uk)

The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at 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, as it happens. 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/ccf-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 <http://tinyurl.com/cambs-constitution>.

The Council does not guarantee the provision of car parking on the Shire Hall site and you will need to use nearby public car parks <http://tinyurl.com/ccf-carpark> or public transport

## **STAFFING AND APPEALS COMMITTEE - MINUTES**

**Date:** Tuesday 27<sup>th</sup> September 2016

**Time:** 3:30 p.m. –p.m.

**Place:** Kreis Viersen Room, Shire Hall, Cambridge

**Present:** Councillors B Ashwood, D Brown, P Brown, P Bullen, P Downes, J Hipkin, G Kenney, M McGuire, P Reeve, J Schumann (Chairman) and J Whitehead.

**Apologies:** Councillors A Dent (P Reeve substituting), B Hunt (D Brown substituting) S Taylor (J Hipkin substituting)

### **60. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **61. MINUTES – 8TH SEPTEMBER 2016**

The minutes of the meeting held on 8th September 2016 were confirmed as a correct record and signed by the Chairman.

### **62. EXCLUSION OF PRESS AND PUBLIC**

It was resolved unanimously:

that the press and public be excluded from the meeting on the grounds that the agenda contained exempt information under Paragraph 1 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).

### **63. APPOINTMENT OF AN INTERIM EXECUTIVE DIRECTOR FOR CHILDREN, FAMILIES AND ADULTS**

The Committee considered the appointment of an interim Executive Director: Children, Families and Adults. Members received a presentation from the candidate and asked questions of the candidate.

It was resolved to:

appoint Wendi Ogle-Welbourn to the post of Interim Executive Director: Children, Families and Adults

Chairman



**CAMBRIDGESHIRE COUNTY COUNCIL WORKFORCE**

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

*Date:* **15 December 2016**

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

*Purpose:* **To provide Committee with an overview of the workforce profile against local comparisons.**

*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>	
Name:	Lynsey Fulcher	Name:	Councillor Joshua Schumann
Post:	LGSS Workforce Planning and Strategy Manager	Portfolio:	Chairman of the Staffing and Appeals Committee
e-mail:	mcox@northamptonshire.gov.uk	e-mail:	Joshua.Schumann@hotmail.co.uk

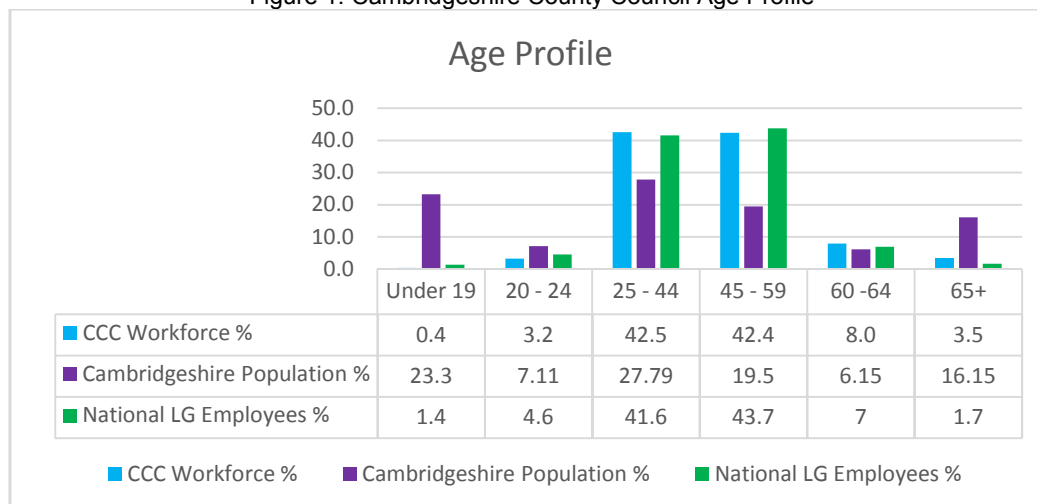
## 1.0 PURPOSE

- 1.1 The purpose of this report is to provide Members with an overview of the health of the Cambridgeshire County Council workforce, enabling Members to see the workforce profile against local population comparisons.

## 2.0 THE WORKFORCE

- 2.1 As of 30th September 2016, Cambridgeshire County Council (CCC) had a headcount of 5930 (5398 excluding LGSS), equating to 3839 full time equivalents.
- 2.2 Of the 5930 CCC employees, 4747 are female accounting for 80% of the workforce. Latest census data<sup>i</sup> outlines that the Cambridgeshire population is almost equally split with a male/female percentage split of 49.8%/50.2%. Nationally<sup>ii</sup>, three quarters of local government employees are female. Our proportion of female to male employees is comparable to the average recorded across local authorities.
- 2.3 Figure 1 outlines the age profile of the CCC workforce against the local population and the local government employee profile. The average age of our workforce is 45 years old. The correlation between the CCC and the national profile can be clearly seen from table one, and when comparing against population data it should be considered that the population figures also encompass those outside of 'normal' working age.

Figure 1: Cambridgeshire County Council Age Profile



- 2.4 The age profile of our workforce is comparable with similar sized County Councils. The Chartered Institute of Personnel and Development (CIPD) reported in 2015 that over one in four people in employment is aged 50 and over, and with over half our workforce being aged 45 and over, the council is mirroring the trend across the country of an ageing workforce. It is also noted that only 3.6% of our workforce is under 25. Considerable work is being undertaken within CCC to implement the apprenticeship levy which will go some way to address this issue. In addition, we are reviewing recruitment practice to see how we can improve our attraction generally, but particularly with younger applicants.

### 3.0 EMPLOYEE PROFILE

- 3.1 As an employer we are not obliged to insist that employees declare information about their ethnicity. 89% of our workforce have disclosed their ethnic minority status, and of these, 5.2% have declared that they are from a minority ethnic group<sup>1</sup>. This compares with the Cambridgeshire comparison of 7.6% according to the 2011 census. The Local Government Earnings Survey 2013/14 reported that 4.5% of employees within shire counties were minority ethnic.

Figure 2: Declared Ethnicity across CCC

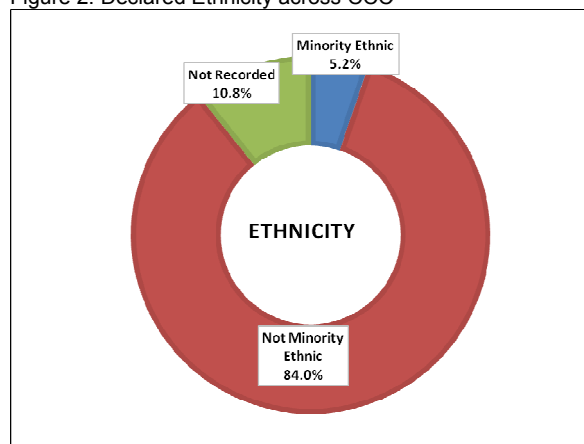


Figure 3: Ethnicity by Directorate

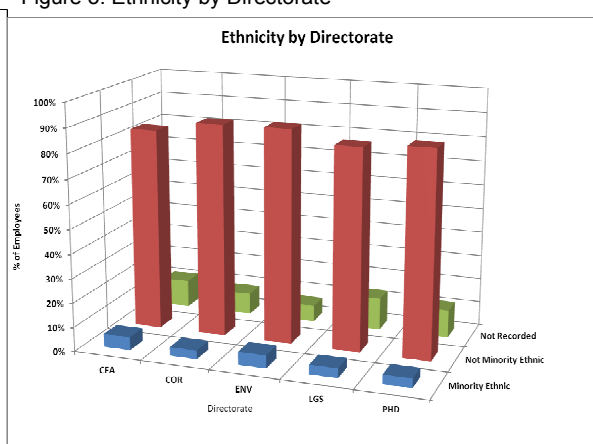


Figure 3 outlines the breakdown of ethnicity by Directorate within CCC and demonstrates a fairly consistent picture across the authority.

- 3.2 3.35% of our employees currently consider themselves to have a disability. Government data<sup>iii</sup> outlines that approximately 16% of the national working age population declare themselves to have a disability. The Local Government Earnings Survey 2013/14 reported that 4.5% of employees within the shire counties who responded were minority ethnic. Another local county council has recorded that 5.8% of its workforce has disclosed they are minority ethnic therefore our proportion of minority ethnic employees is marginally lower than our local comparator.

Figure 4: Declared Disability across CCC

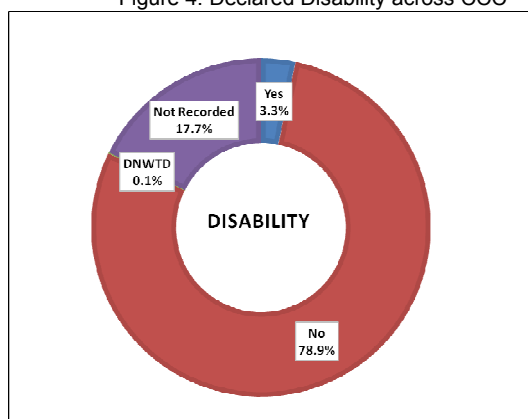
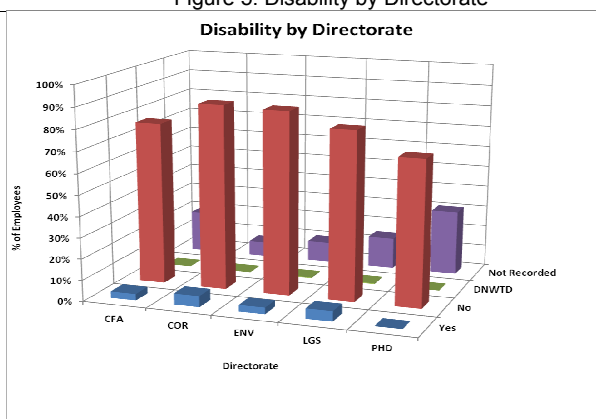


Figure 5: Disability by Directorate



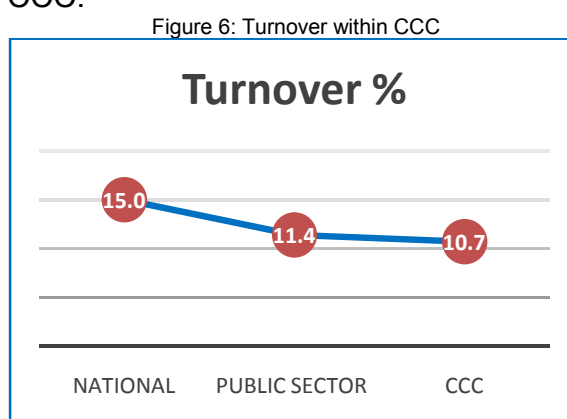
- 3.3 The County Council provide a full range of support to employees with a disability at work, and we offer a range of reasonable adjustments at interview stage to encourage those with a disability to apply for roles within the Council. As well as ensuring that buildings are accessible, an example of this practice is that any candidate who declares that they have a disability will be offered an interview for a role if they meet the essential criteria at shortlisting stage.

<sup>1</sup> An ethnic minority is defined according to the Office for National Statistics definitions.

- 3.4 Of the 5253 applicants that applied for roles within CCC for the period 1st April – 1st December 2016, 23% of candidates declared they were from an ethnicity minority group and 334, 6%, declared they had a disability. 105 employees from a total number of 674 appointments were from ethnic minority employees, and 43 employees declaring they had a disability were appointed.

## 4.0 TURNOVER

- 4.1 Figure 6 illustrates turnover levels for CCC, national and public sector levels. Our rolling annual turnover is 10.7% which can be seen as being only slightly lower than the public sector averages. This would suggest a 'healthy' level of turnover within CCC.



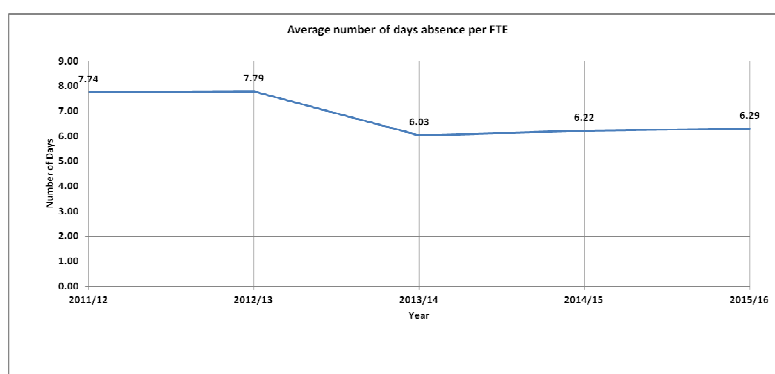
- 4.2 Over the course of the last financial year over half, 53%, of all voluntary leavers had two years or less service. Analysis of the reasons for leaving, length of service of leavers as well as the teams leavers were employed within takes place on an annual basis and is reported to SMT. This data is currently being analysed by the Workforce Planning and Strategy team and will be fed into the Cambridgeshire Workforce Strategy that will be launched early in 2017.
- 4.3 It should be noted that the completion of exit questionnaires by leavers within CCC is low. We are in the process of reviewing both the questionnaire and the process to see how to make this more accessible and increase return rates.

## 5.0 ABSENCE

- 5.1 The Local Government Association East of England 'Managing Sickness Absence in the East of England 2014/15' highlights that there has been a downward trend in sickness absence in the public sector. Of the 5 county councils who participated in this survey, the average lost days per FTE was 8.13 within the lowest value being 6.52 and highest 10.84. On a national level, the CIPD reports that absence days in 2015 averaged 6.9 per FTE nationally, with the public sector average being 7.9 days lost per FTE.
- 5.2 Figure 7 shows the annual trend over the last five financial years, highlighting that absence has marginally increased over the last two financial years but is still lower than recorded for 2011/12 and 2012/13. Our days lost for this year so far have been Q1 1.6 and Q2 1.8 days per FTE. Based on these the projected absence levels for CCC for 2016/17 is 6.8 days per FTE.



Figure 7: Cambridgeshire County Council Absence Levels



5.3 The top four reasons of sickness absences accounting for the highest number of days lost over the course of the past year are 'musculoskeletal problems', 'cough, cold, flu, influenza, eye, ear, nose and throat problems', 'anxiety, mental health and depression', and 'stress'.

5.4 Detailed absence data is analysed and presented to Executive Directorate Management Teams on a quarterly basis.

## 6.0 PERFORMANCE

6.1 Performance within Cambridgeshire County Council is generally perceived to be good. The renowned 'Bell Curve' of performance (figure 8) states that well performing organisations will typically have 10% non-performers, 70% good/average performers and 20% high performers. CCC PADP ratings as outlined in figure 9, illustrate 35% of eligible employees rated as highly effective or exceptional for their performance in the 2015/16 appraisal year. 60% were effective in role, with 5% identified as needing improvement. The HR Advisory team are working with all managers who have employees in this 5% category to ensure that the Improving Performance Policy is being applied.

Figure 8: The Bell Curve of Performance

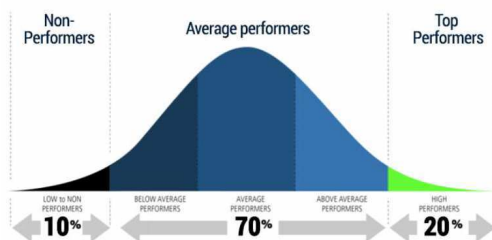
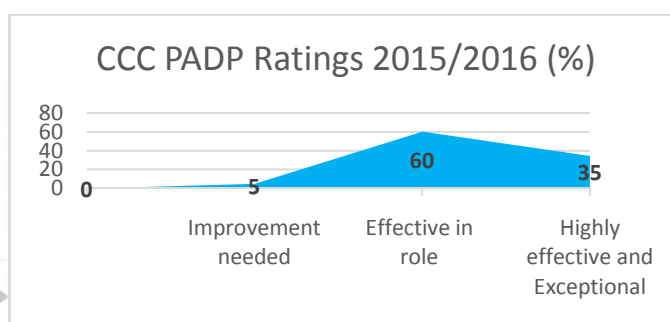


Figure 9: CCC PADP ratings 2015/16



6.2 A new improving performance policy was launched in January 2016, and this is having a positive impact with managers using the new policy more than the previous one. Since January 2016, we have dismissed 4 employees on grounds of performance, and exited a further 6 employees during their probation period. In addition to this, 4 employees were managed through the policy and resigned prior to a formal stage 2 meeting taking place, and many employees have positively improved and formal monitoring has stopped.

In comparison the total number of dismissals for the full 4 year period 2011 – 2015 was 2 employees in probation and 2 for performance reasons.

Presently, the HR Advisory teams are providing HR support to 4 formal cases in line with the improving performance policy.

## **7.0 FUTURE ACTIVITY**

- 7.1 The CCC employee survey is being launched in February 2017. The Cambridgeshire Workforce strategy will be launched in March. Feedback from the employee survey will be analysed and will inform an action plan to feed into actions arising from the workforce strategy.

## **8.0 SUMMARY**

- 8.1 In summary, the data and analysis outlined above demonstrates that Cambridgeshire County Council's employee profile is relatively comparable with the local population. Turnover within the organisation is healthy and although absence has seen a slight upward trend, levels are still below national and local comparisons. We recognise that high performance is the key to delivering successful outcomes to our communities and customers in the case of financial challenge, and this is supported through the new Improving Performance policy.

<b>Source Documents</b>	<b>Location</b>
2011 Census data LGA Workforce Survey Data 2011	Cambridgeshire County Council Shire Hall, Cambridge

---

<sup>i</sup> 2011 Census data

<sup>ii</sup> LGA Workforce Survey Data 2011

<sup>iii</sup> GOV.co.uk