

PERFORMANCE PORTFOLIO DECISION SCHEDULE



Tuesday 8 November 2011

at 10.00 am

in Committee Room C, Civic Centre, Hartlepool

Councillor H Thompson, Cabinet Member responsible for Performance will consider the following items.

1. KEY DECISIONS

No items

2. OTHER ITEMS REQUIRING DECISION

2.1 Single Status Agreement Appeals - *Chief Customer and Workforce Services Officer*

3. ITEMS FOR INFORMATION

3.1 Employee Attendance 2011/12 – 2nd Quarter – *Chief Customer and Workforce Services Officer*

4. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

No items

**5. LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION)
ORDER 2006**

EXEMPT ITEMS

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs referred to below of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006

6. EXEMPT KEY DECISIONS

No items

7. OTHER EXEMPT ITEMS REQUIRING DECISION

- 7.1 Approval for Compulsory Redundancy (para 4) - *Chief Customer and Workforce Services Officer*

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

November 8th 2011



Report of: Chief Customer and Workforce Services Officer

Subject: SINGLE STATUS AGREEMENT APPEALS

SUMMARY

1. PURPOSE OF REPORT

To provide an update on progress on appeals received and obtain ratification of Appeals Panel outcomes in respect of High, Medium, Low and Very Low Priority Appeals.

2. SUMMARY OF CONTENTS

The report provides a background to the Appeals Procedure together with an update on the progress of appeals received and requests ratification of Appeals Panel outcomes in respect of High, Medium, Low and Very Low Priority Appeals.

3. RELEVANCE TO PORTFOLIO MEMBER

Corporate Issues.

4. TYPE OF DECISION

Non Key.

5. DECISION MAKING ROUTE

Portfolio meeting only.

6. DECISION(S) REQUIRED

To note progress on appeals received and ratify Appeals Panel outcomes in respect of High, Medium, Low and Very Low Priority Appeals.

Report of: Chief Customer and Workforce Services Officer

Subject: SINGLE STATUS AGREEMENT APPEALS

1. PURPOSE OF REPORT

- 1.1 To provide an update on progress on appeals received and obtain ratification of Appeals Panel outcomes in respect of High, Medium, Low and Very Low priority appeals .

2. BACKGROUND

- 2.1 The Single Status Appeals Procedure was agreed at the Performance Portfolio Holder meeting on 27 June 2008. This has been reviewed in the light of experience of operating it for High Priority Appeals and a revised Appeals procedure has been implemented following Performance Portfolio ratification.

- 2.2 The revised procedure provides:

- “The Executive Member with responsibility for Workforce Services will be regularly advised of appeals received and progress made in dealing with them” and;
- “All Appeal Panel outcomes must be ratified by the Executive Member with responsibility for Workforce Services or Governors (Governing Body, Pay Review Committee or Appeals Committee), as appropriate, prior to any changes being implemented.”

- 2.3 Appeals are prioritised in accordance with the Single Status Agreement as detailed in Table 1.

Table 1

Priority	Type of Appeal
High	Appeals received from current employees who are continuing to receive protection at 1 July 2008/Appeals which do not need an Appeals Panel to meet/ Appeals from employees who leave the Council from areas where job losses are needed/ Appeals from employees who retire from the Council due to ill health and the Teesside Pension Fund Doctor (for LGPS members) or the Council's Occupational Health Advisor (for non LGPS members) has determined that they meet the Local Government Pension Fund Tier 3 Ill Health criteria

Medium	Appeals received from current employees who were receiving protection prior to 1 July 2008/Appeals received from current employees who do not gain initially
Low	Appeals received from current employees who gained initially
Very Low	Former employees

- 2.4 A timetable for processing all outstanding appeals by December 2011 is now in place.
- 2.5 Provision for the ongoing costs of appeal outcomes has been made in the Council's base budget since 2007/08 to meet the cost of implementing any successful appeals from 1st April 2007. This provision was initially set at £400,000, inclusive of employers national insurance and pension costs, for 2007/08. This figure has been increased in the budget by the annual cost of living pay award and is currently £415,000. Schools have made separate provision in their own budgets for appeals by school staff.

3. CURRENT POSITION ON APPEALS

- 3.1 Outstanding appeals (including where the outcome has not yet been ratified) are shown in Table 2. This table will be updated on an ongoing basis to remove those appeals which have been withdrawn or ratified

Table 2

Department	Posts Appealed (and number of appellants)/Priority				
	High	Medium	Low	Very Low	Total
Chief Executive's	0 (0)	9 (16)	2 (2)	1 (1)	12 (19)
Child and Adults	1 (4)	7 (14)	16 (26)	7 (7)	31 (51)
Regeneration and Neighbourhoods	0 (0)	11 (13)	23 (27)	4 (4)	36 (44)
Schools	0 (0)	0 (0)	1 (1)	0	1 (1)
Total	1 (4)	27 (43)	42 (56)	12 (12)	80 (115)

- 3.2 The Outcomes of Appeals ratified previously are detailed in Table 3 below.

Table 3

	Pay band increased on Appeal and Outcome Ratified (no of appellants)	Pay band stayed the same on Appeal and Outcome Ratified (no of appellants)	Pay band decreased on Appeal and Outcome Ratified (no of appellants)
Chief Executive's	5 (7)	15 (23)	1 (1)
Child and Adults	8 (9)	30 (70)	6 (7)
Regeneration and Neighbourhoods	12(12)	49(62)	6(10)
Schools	2 (4)	5 (5)	0 (0)
Total	27 (32)	99 (160)	13 (18)

4. PROGRESS ON APPEALS

- 4.1 Since the last report the Appeals Panel has met on 6 occasions and has agreed outcomes, subject to ratification, in respect of 15 appeals relating to 33 appellants. A number of appeals which had been scheduled to be heard were also withdrawn.
- 4.2 In determining the appeal outcomes, the Appeal Panels have considered the submissions made by the appellant as well as 'sore-thumbing' the original evaluation. This is essential to ensure the robustness of individual evaluations and the job evaluation scheme as a whole. Whilst there are three possible overall outcomes (pay band increases, pay band remains the same or pay band decreases), this may mask changes to particular factor levels and/or 'tidying up' of evaluations.
- 4.3 A summary of the outcomes, of the Appeals Panels, subject to ratification, is set out in Table 4.

Table 4

	Pay band increased on Appeal and Outcome Ratified (no of appellants and those affected by the outcome)	Pay band stayed the same on Appeal and Outcome Ratified (no of appellants and those affected by the outcome)	Pay band decreased on Appeal and Outcome Ratified (no of appellants and those affected by the outcome)
Chief Executive's	2(4)	2(6)	0 (0)
Child and Adults	0(0)	2(10)	0 (0)
Regeneration and Neighbourhoods	5(7)	3(5)	1 (1)
Schools	0(0)	0(0)	0 (0)
Total	7(11)	7(21)	1(1)

4.4 As indicated above, the Portfolio Holder is responsible for ratifying the outcomes in respect of Council employees whereas Governors are responsible for ratifying the outcomes in respect of school employees. Similarly, the Council is responsible for any changes in employee costs for Council employees whereas schools are responsible for any changes in employee costs for school employees.

4.5 A summary of the ongoing and back pay costs of implementing appeal outcomes will be provided at the end of the appeals programme. In some instances pay bands increase but there are no ongoing costs because the higher pay band has been previously awarded at some point after the date of appeal or the post has been deleted.

4.6 Further details of the outcomes of individual appeals is included in the "Not for Publication" **Appendix B** attached to this report.

This item contains exempt information under Schedule 12A Local Government Act 1972, namely information relating to a particular employee, former employee or applicant to become an employee of the Council (para 1)

4.7 The Portfolio Holder will continue to receive regular reports regarding the appeals programme and appeal outcomes for Council employees that require ratification before they can be implemented. Appeal decisions for school employees require Governor ratification before they can be implemented and, where appropriate, arrangements will be made to obtain such ratification in respect of appeals from school employees.

- 4.8 Trade unions will be updated regularly at the monthly Single Table Meeting with Hartlepool Joint Trade Unions Committee Representatives regarding the appeals programme and appeal decisions which have been ratified.

5. RECOMMENDATION

- 5.1 The Portfolio Holder notes the progress made and ratifies the Appeals Panel Outcomes in respect of Council employees (as detailed in the “Not for Publication” schedule attached to this report.)

6. REASONS FOR RECOMMENDATIONS

- 6.1 The Appeals Procedure is an integral part of the Single Status agreement and requires that the Executive Member with responsibility for Workforce Services be regularly advised of progress made in dealing with appeals received and ratifies the outcomes of Appeals Panels in respect of Council employees.

7. BACKGROUND PAPERS

Cabinet report 23 December 2007.
Cabinet report 27 May 2008.
Performance Portfolio report 27 June 2008
Performance Portfolio report 26 September 2008
Performance Portfolio report 2 February 2009
Performance Portfolio report 26 February 2009
Performance Portfolio report 17 April 2009
Finance and Performance Portfolio report 14 July 2009
Finance and Performance Portfolio report 5 November 2009
Finance and Performance Portfolio report 23 February 2010
Finance and Performance Portfolio report 23 March 2010
Finance and Performance Portfolio report 30 April 2010
Finance and Performance Portfolio report 18 May 2010
Cabinet report 16 August 2010
Performance Portfolio report 26 October 2010
Cabinet report 21 February 2011
Performance Portfolio report 22 February 2011
Performance Portfolio report 23 March 2011
Performance Portfolio report 14 September 2011

8. CONTACT OFFICER

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PERFORMANCE PORTFOLIO

**Report to Portfolio Holder
8th November 2011**



Report of: Chief Customer & Workforce Services Officer

Subject: EMPLOYEE ATTENDANCE 2011/12 –
2nd QUARTER

SUMMARY

1. PURPOSE OF REPORT

To update the Portfolio Holder on sickness absence management performance up to the second quarter of 2011/12, and actions taken across the Council.

2. SUMMARY OF CONTENTS

The report provides details of employee sickness absence for the second quarter of 2011/12 and actions taken across the Council.

3. RELEVANCE TO PORTFOLIO MEMBER

Corporate issues.

4. TYPE OF DECISION

Non-key decision.

5. DECISION MAKING ROUTE

Portfolio Holder only.

6. DECISION(S) REQUIRED

Note the report.

Report of: Chief Customer & Workforce Services Officer

Subject: EMPLOYEE ATTENDANCE 2011/12 – 2nd QUARTER

1. PURPOSE OF REPORT

- 1.1 To update the Portfolio Holder on performance up to the second quarter of 2011/12 and actions taken in relation to employee absence.

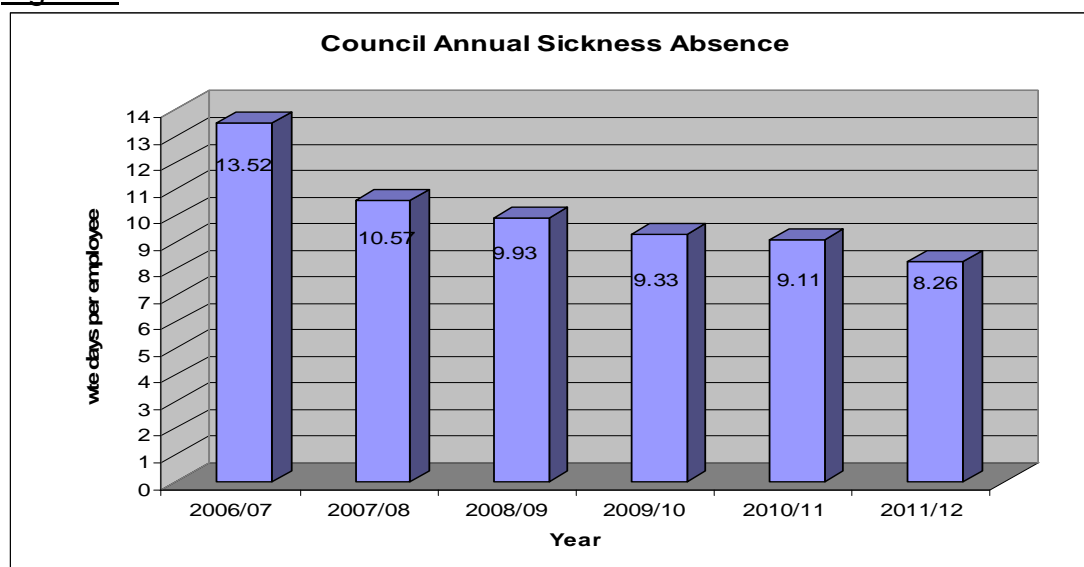
2. BACKGROUND

- 2.1 The extent to which employees are absent from work due to illness has a direct impact on the quality, level and cost of the provision of services. As such the Council have included this as a Local Performance Indicator (HRPI 5A) – The number of working days/shifts lost due to sickness absence in its group of Corporate Health Performance Indicators.

3. THE COUNCIL'S PERFORMANCE FOR THE 2nd QUARTER OF 2011/12

- 3.1 The target figure for 2011/12 for the Council is 8.80 days absence per wte employee (whole time equivalent). The end of year prediction at the end of the 2nd quarter shows we are below target at 8.26 days per wte per employee per annum as illustrated in Figure 1 below. This still shows a continuous cycle of improvement since 2006. The Council continues to focus on sickness absence management to ensure the Council achieves its target of 8.80 wte average sickness per employee for the 2011/12 year.

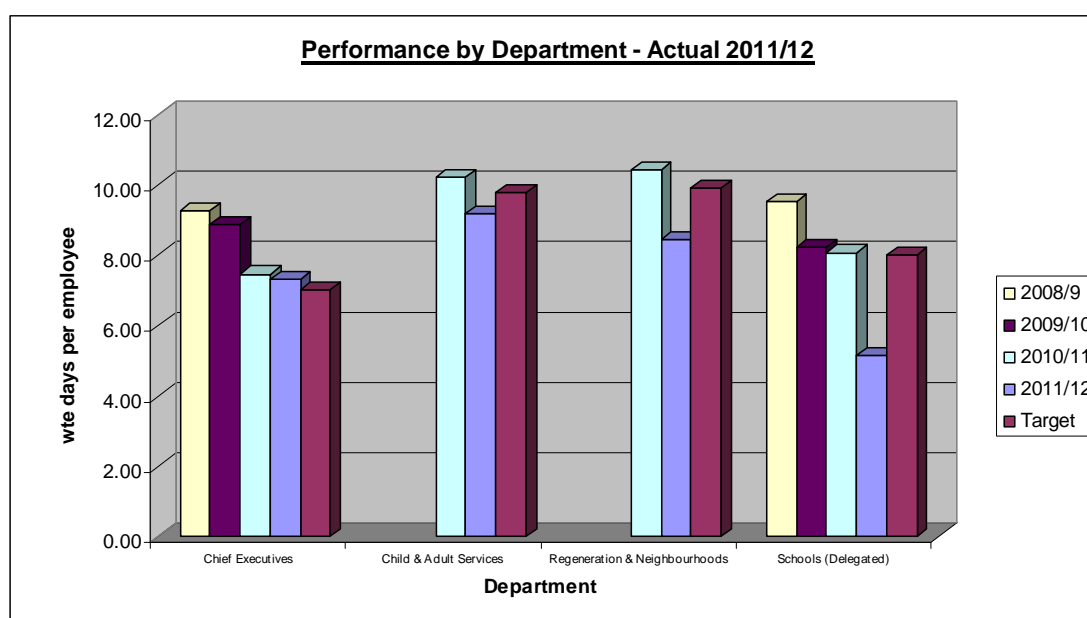
Figure 1



- 3.2 Figure 2 below illustrates the actual performance for each Department and Schools as at 30 September. This can be compared to performance over the last three years for Chief Executive's and Schools. The data for Child & Adult Services and Regeneration & Neighbourhoods shows just the 2010/11 data and 2011/12 (to September) due to the recent restructuring and therefore the lack of comparable data. The final column shows the approved 2011/12 annual target for each Department and Schools.

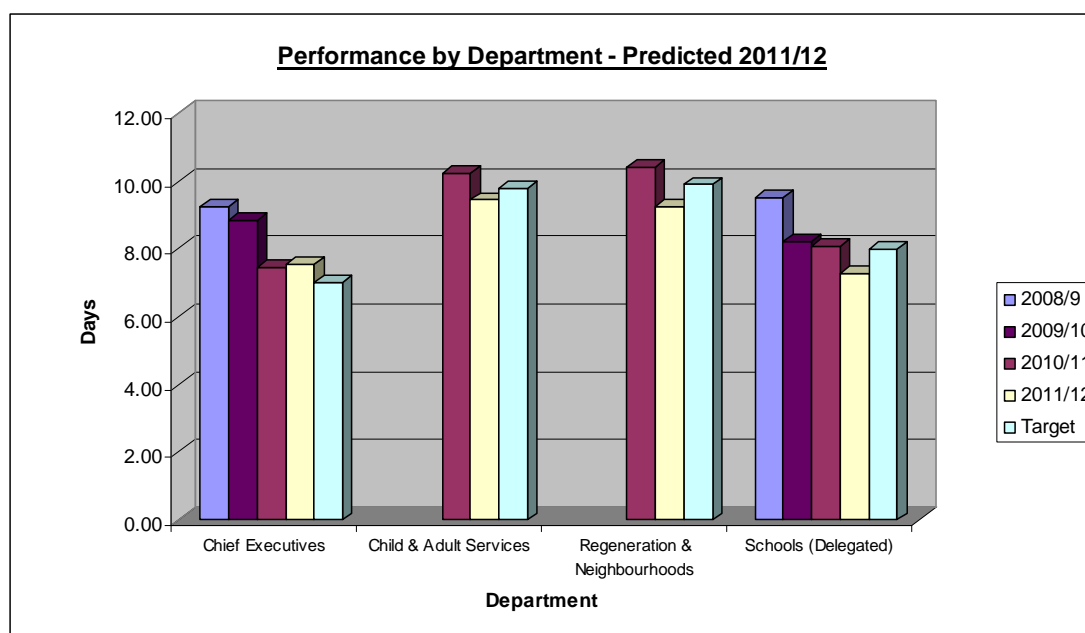
The figure identifies that there is an overall downward trend in sickness absence rates across all compared with the last three years. It shows, at this stage in the year, the Council should meet its overall sickness absence target for the year.

Figure 2



- 3.3 Figure 3 below identifies the end of year prediction figures for each Department and Schools as at 30 September 2011 and forecasts the performance as at 31 March 2012. This can be compared to the actual performance over the last three years. The final column shows the approved 2011/12 annual target for each Department, and Schools.

These figures illustrate what would be an overall improvement in sickness absence rates across the Council. Child & Adult Services, Regeneration & Neighbourhoods and Schools are on track to meet their targets. Chief Executive's are currently forecasting slightly over target.

Figure 3

3.4 Long, Medium and Short Term Sickness Absence Analysis

Figure 4 below shows a breakdown of long, medium or short term sickness absence in the Council for the past 5 years and up to September 2011 for the 2011/12 year. The final column shows the impact this had on the overall Council sickness absence figure.

In 2011 there is a decline in long term sickness absence which accounts for the overall downward trend in the decrease for the Council. The 2008/09 sharp decrease in long term cases can be offset by the increase in medium terms cases which shows as a slight anomaly to the overall trend caused by a fluctuation of long and medium terms cases within Schools. The long term cases increased in 2009/10 and 2010/11, likely as a result of the Council's efficiency agenda together with key resources diverted away from sickness absence management. However, at this stage in 2011/12 the long term figures show a decline which can be offset slightly by the rise in medium and short term cases.

Overall this shows a year on year improvement in the management of sickness absence for the Council to date.

Figure 4 Council Long Medium and Short Terms Sickness Annual Analysis 20011/12

Long term = 20 days plus
 Medium term = 5 to 20 days
 Short term = under 5 days

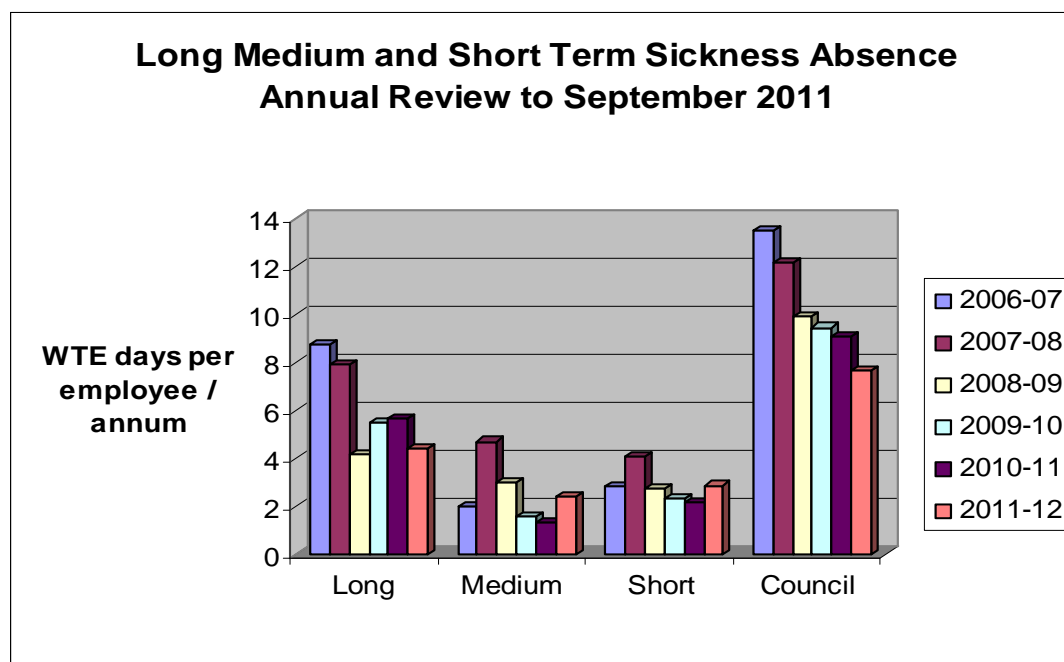
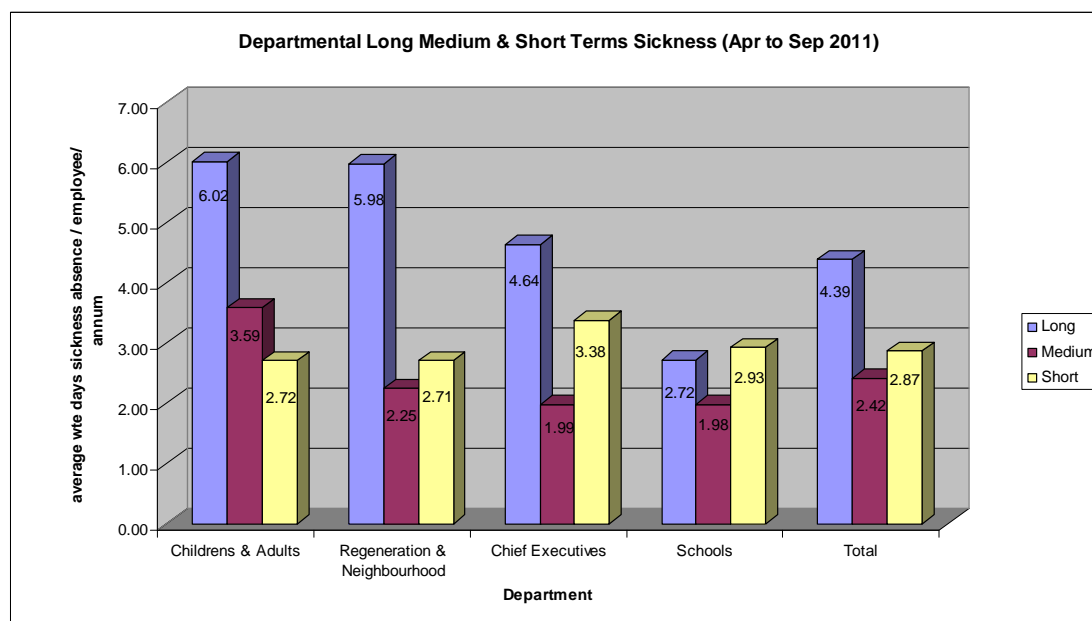
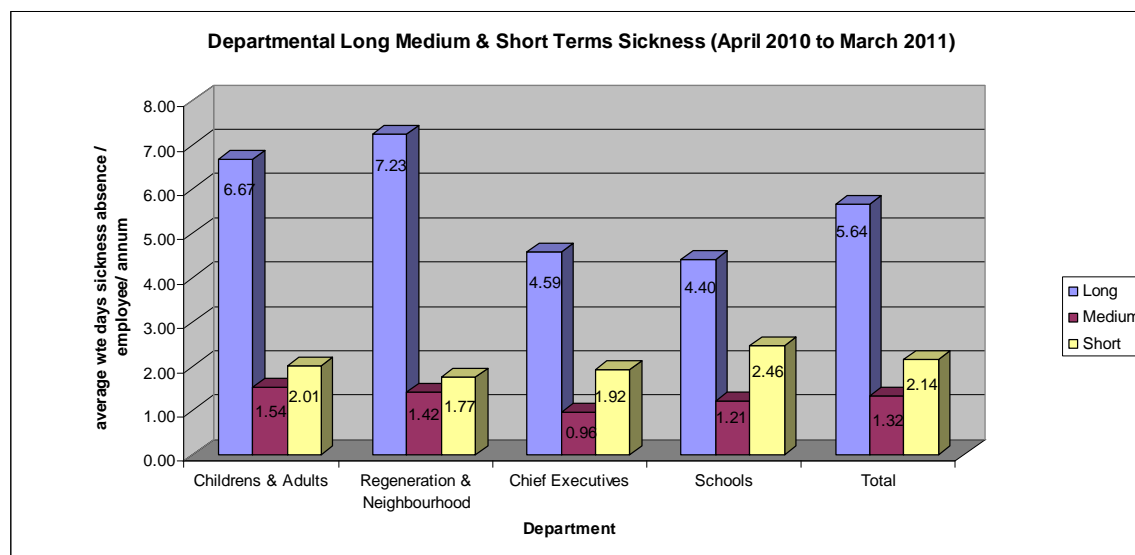


Figure 5: Departmental Long, Medium and Short Term Sickness 2011/12 (April to September 2011 figures)



As we can see from the information in Figure 5, long term sickness absence continues to account for the majority of the Council's sickness absence. A comparative analysis with 2010/11 figures is shown below.

Figure 6: Departmental Long, Medium and Short Term Sickness 2010/11



If we compare the two charts (Figures 5 and 6), we can see that long term cases have decreased by 1.25 wte in 2011/12 to the previous year. Short term sickness has increased in 2011/12 by 1.10 wte and medium term by 0.73 wte. The Council overall reduction in 2011/12 is mainly due to the improvement in the long term sickness rates which have the greatest impact on the Council's overall figures.

4.1 Corporate Actions Planned for 2011/12

A number of actions are ongoing for 2011/12 and they are expected to help in achieving sickness targets in the future. These are set out below.

- Embedding the Council's Wellbeing Strategy to promote the health, safety and general wellbeing of the Council's employees. The Council has been very active for the healthy workforce from fast track physiotherapy, wellbeing sessions, weight management groups, non-smoking groups, health checks, and the introduction of the cycle salary sacrifice scheme
- Explore withholding or deducting an employee's annual pay spine increments for poor sickness absence records
- Update the Council's sickness absence policy and management arrangements

- Ongoing development of the Council's commitment to managing stress at work as part of a wider Mental Health strategy across the Council
- Review of statistics and monitoring information as a result of the plans for the implementation of a computerised Human Resources Information System
- Maintain the close partnership with trade unions to work together to manage sickness absence in the Council
- Continue to proactively promote and market Occupational Health Services and employee support initiatives to positively increase the options for employees who fall ill and in turn, impact on the sickness absence rates
- Continue to promote flexible working measures, including home working, may impact on the rates in the future

4.2 Departmental Actions for Chief Executive's

- HR Business Officer will attend a CEMT meeting once a month to discuss sickness cases
- Managers to ensure sickness absence management procedure is followed for short terms sickness at the 4th occurrence trigger
- CEMT agreed to be copied into emails from HR informing managers if an employee has hit a trigger
- HR Business Partner to identify services areas and teams that require action
- HR Business Partner to attend CEMT every 8 weeks to update on sickness absence management within CEX

4.3 Departmental Actions for Child & Adult Services

- Continuation of Senior/HR Business Officer attending divisional management team meetings to discuss sickness cases
- Assistant Directors to reinforce to managers that sickness absence management procedures must be followed in all cases
- Assistant Directors to reinforce to managers the importance of early referral to Occupational Health services and informing HR of new cases of ill health
- Assistant Directors to attend the meeting where the employee has hit the absence trigger to confirm the high priority sickness absence management has within the Council
- Sickness is a standing agenda item on all divisional / senior management team meetings in addition to the departmental management team agenda

4.4 Departmental Actions for Regeneration & Neighbourhoods

- HR Business Partner attends Departmental Management Team every two weeks

- HR Business Partner attends monthly one to one meetings with Assistant Directors
- HR Representative attends monthly Senior Management Team meetings
- Toolkit supplied for the management of short-term sickness absence
- Managers supplied with sickness triggers
- Early intervention i.e. Occupational Health
- Actions relating to sickness reported back to Human Resources
- Where no action is taken by managers then this is reported back to the Assistant Director

5. RECOMMENDATIONS

That employee absence in the second quarter of 2011/12 is noted.

6. BACKGROUND PAPERS

None

7. CONTACT OFFICER

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