

Public Document Pack



Committee: Personnel Committee
Date: Wednesday 9 December 2015
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Lynn Pratt (Chairman)	Councillor Lynda Thirzie Smart (Vice-Chairman)
Councillor Ken Atack	Councillor Andrew Beere
Councillor Norman Bolster	Councillor Mark Cherry
Councillor Ian Corkin	Councillor Melanie Magee
Councillor James Porter	Councillor G A Reynolds
Councillor Bryn Williams	Councillor Barry Wood

AGENDA

1. Apologies for Absence and Notification of Substitute Members

2. Declarations of Interest

Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.

3. Urgent Business

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

4. Minutes (Pages 1 - 6)

To confirm as a correct record the Minutes of the meeting of the Committee held on 11 March 2015 and 19 May 2015.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Investors in People Accreditation (Pages 7 - 14)

Report of Head of Transformation.

Purpose of Report

To outline the new Investor in People (IIP) standard and assessment rules and to recommend that the Council ceases subscription to the standard and associated accreditation process.

Recommendations

The meeting is recommended:

- 1.1 To agree that the external IIP assessment and accreditation process no longer be undertaken.
- 1.2 To agree that the resources associated with the IIP accreditation process be reprioritised in light of the Council's strong performance culture, underpinned by a positive and engaging approach to industrial relations and employee development, which is clearly linked to our business priorities, as evidence of the need to continually challenge how we represent value for money and added value in all that we do.
- 1.3 To note that the same recommendation is being made to SNC Appointments and Personnel Committee.

7. Employment Statistics Quarter four: 01 January to 31 March 2015 Quarter one: 01 April to 30 June 2015 Quarter two: 01 July to 30 Sept 2015 (Pages 15 - 28)

Report of Head of Transformation.

Purpose of report

To detail employment statistics for information and monitoring purposes.

Recommendations

The meeting is recommended to:

- 1.1 Note the contents of the report.

8. Exclusion of the Public and Press

The following report contains exempt information as defined in the following paragraphs of Part 1, Schedule 12A of Local Government Act 1972.

1 – Information relating to any individual

2 – Information which is likely to reveal the identity of an individual

Members are reminded that whilst the following item has been marked as exempt, it is for the meeting to decide whether or not to consider it in private or in public. In making the decision, members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

Should Members decide not to make a decision in public, they are recommended to pass the following recommendation:

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraphs 1 and 2 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

9. **Employment Statistics Quarter four: 01 January to 31 March 2015 Quarter one: 01 April to 30 June 2015 Quarter two: 01 July to 30 Sept 2015 - Exempt appendices** (Pages 29 - 34)

Exempt Appendices.

10. **CDC Sickness Absence Monitoring Committee Report - Qtr 4 2014-15 Qtr 1 2015-16 Qtr 2 2015-16** (Pages 35 - 52)

Exempt report of Head of Transformation

Pay Grades April 2015 - March 2016 - For Information

Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221591 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Lesley Farrell, Democratic and Elections
lesley.farrell@cherwellandsouthnorthants.gov.uk, 01295 221591

Sue Smith
Chief Executive

Published on Tuesday 1 December 2015

Agenda Item 4

Cherwell District Council

Personnel Committee

Minutes of a meeting of the Personnel Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 11 March 2015 at 7.15 pm

Present: Councillor Lynn Pratt (Chairman)
Councillor Lynda Thirzie Smart (Vice-Chairman)

Councillor Norman Bolster
Councillor Mark Cherry
Councillor Surinder Dhesi
Councillor Melanie Magee
Councillor Barry Wood

Apologies for absence: Councillor Ken Atack
Councillor Ann Bonner
Councillor Timothy Hallchurch MBE
Councillor Simon Holland
Councillor G A Reynolds

Officers: Jo Pitman, Head of Transformation
Ed Potter, Head of Environmental Services
Paula Goodwin, Human Resources and Organisational Development Manager
Claire Cox, HR Business Partner for Community Services
Janine Dean, HR Business Partner - Environmental Services
Lana Holman, Interim HR Business Partner
Natasha Clark, Team Leader, Democratic and Elections
Lesley Farrell, Assistant Democratic and Elections Officer

36 **Declarations of Interest**

There were no declarations of interests.

37 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

38 **Urgent Business**

There were no items of urgent business.

39 **Minutes**

Subject to the correction of typographical errors, the minutes of the meeting held on 4 December 2014 were agreed as a correct record and signed by the Chairman.

40 **Chairman's Announcements**

There were no Chairman's announcements

41 **Draft Drugs and Alcohol Policy**

The Human Resources Business Partner for Environmental Services presented a report of the Head of Transformation which sought approval of a revised Drugs and Alcohol Policy to be used across both Cherwell District Council and South Northamptonshire Council.

In response to Member's concerns that random drugs and alcohol testing was not included in the policy, the Human Resources Business Partner for Environmental Services explained that a business case was being prepared to go before the Joint Management Team requesting approval of random testing.

Resolved

- (1) That the revised shared Drugs and Alcohol Policy be approved.

42 **Draft Shared Capability Policy**

The Interim Human Resources Business Partner presented a report of the Head of Transformation which sought approval of a revised Capability Policy to be used across both Cherwell District Council and South Northamptonshire Council.

Resolved

- (1) That the draft two-way shared Capability Policy be approved.

43 **Draft Sickness Absence Policy & Procedure**

The Human Resources and Organisational Development Manager presented a report of Head of Transformation which sought approval to implement a shared and revised Sickness Absence Policy for Cherwell District Council and South Northamptonshire Council.

Resolved

- (1) That the draft Sickness Absence Policy and Procedure be approved.

44 **Family Friendly Policy**

The Interim Human Resources Business Partner presented a report of Head of Transformation which sought approval of a revised Family Friendly Policy which brought together a number of policies from across Cherwell District Council and South Northamptonshire Council which related to maternity, paternity, adoption leave, time off for dependants and parental leave. The revised policy also incorporated recent changes in regulations.

Resolved

- (1) That the revised Family Friendly policy guidance documents be approved.

45 **Draft Flexi-time Policy**

The Interim Human Resources Business Partner presented a report of the Head of Transformation which sought approval to implement a shared Flexi-time Policy for Cherwell District Council and South Northamptonshire Council.

Resolved

- (1) That the revised two-way Flexi-time policy be approved.

46 **Employment Statistics Quarter 3: 01 October 2014 to 31 December 2014**

The Head of Transformation submitted a report which detailed employment statistics for information and monitoring purposes.

In presenting the report, the Human Resources Business Partner for Environmental Services explained that data on why staff leave the council's employ, was currently being compiled and would be available for the next meeting of the committee.

Resolved

- (1) That the contents of the report be noted.

47 **Exclusion of the Public and Press**

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraphs 1, 2, 3 and 4 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

48 **Exempt Appendices of Employment Statistics Quarter 3: 01 October 2014 to 31 December 2014**

The Committee considered the exempt appendices to the report of the Head of Transformation which detailed employment statistics for the third quarter of the financial year (1 October 2014 to 31 December 2014).

Resolved

- (1) That the contents of the exempt appendices be noted.

The meeting ended at 8.15 pm

Chairman:

Date:

Cherwell District Council

Personnel Committee

Minutes of a meeting of the Personnel Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 19 May 2015 at 7.15 pm

Present: Councillor Lynn Pratt (Chairman)
Councillor Lynda Thirzie Smart (Vice-Chairman)

Councillor Ken Atack
Councillor Andrew Beere
Councillor Norman Bolster
Councillor Mark Cherry
Councillor Ian Corkin
Councillor Melanie Magee
Councillor James Porter
Councillor G A Reynolds
Councillor Bryn Williams
Councillor Barry Wood

Officers: Sue Smith, Chief Executive
Jo Pitman, Head of Transformation
Natasha Clark, Team Leader, Democratic and Elections

1 Appointment of Chairman for the Municipal Year 2015-2016

Resolved

That Councillor Lynn Pratt be appointed Chairman of Personnel Committee for the municipal year 2015/16

2 Appointment of Vice-Chairman for the Municipal Year 2015-2016

Resolved

That Councillor Lynda Thirzie Smart be appointed Vice-Chairman of Personnel Committee for the municipal year 2015/16.

The meeting ended at 7.30 pm

Chairman:

Date:

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Cherwell District Council

Personnel Committee

9 December 2015

Investors in People accreditation
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Report of the Head of Transformation

This report is public

Purpose of report

To outline the new Investor in People (IIP) standard and assessment rules and to recommend that the Council ceases subscription to the standard and associated accreditation process.

1.0 Recommendations

The meeting is recommended:

- 1.1 To agree that the external IIP assessment and accreditation process no longer be undertaken.
- 1.2 To agree that the resources associated with the IIP accreditation process be reprioritised in light of the Council's strong performance culture, underpinned by a positive and engaging approach to industrial relations and employee development, which is clearly linked to our business priorities, as evidence of the need to continually challenge how we represent value for money and added value in all that we do.
- 1.3 To note that the same recommendation is being made to the South Northamptonshire Council Appointments and Personnel Committee.

2.0 Introduction

- 2.1 The IIP standard allows each organisation to build up a complete picture of how employees' are managed and where improvements could be made by measuring against the IIP standard.
- 2.2 CDC has standard accreditation for IIP.

- 2.3 The old standard that both CDC and SNC have been previously assessed against is being incrementally removed with effect from September 2015 and will be phased out in 2016.
- 2.4 IIP believe the new standard has a simplified structure and is easier to navigate. It has updated content to reflect a modern workplace and is underpinned by nine of the original performance indicators with a progression model for better measurement.
- 2.5 CDC's full IIP assessment was due to take place by June 2016.
- 2.6 As the standard is changing it has given both CDC and SNC an opportunity to review whether IIP still represents value for money and adds value.

3.0 Report Details

- 3.1 Major changes to the new IIP standard accreditation process includes additional cost for assessment at £10,550 plus VAT and expenses, a mandatory all staff survey (40 questions) and an annual assessment rather than an 18 month review.
- 3.2 The changes between the assessment process for the old standard against the new standard, and the increase in costs and resource requirement is shown in Appendix 1.

Note: The new standard will be used for all reassessments due in 2016 or after this date (with flexibility when an 18 month review is due to continue to use the old standard until the full 3 year assessment is actually due).

- 3.3 Since the introduction of IIP at the Council in 1998 it can now be seen that we have our own well developed suite of alternative and duplicate measures to those already offered by IIP. These include:
 - Staff survey – full staff survey completed every two years
 - Appraisal scheme
 - Competency Framework – agreed by committee in July 2015 and will be rolled out over the next few years (there is correlation between the new indicators of the new IIP standard and the competency framework).
 - Robust business planning and performance management framework which aligns employee objectives to strategic business objectives
 - Our customer satisfaction survey results; providing strong evidence that the council's performance and our ability to represent value for money has increased year on year for the last four years, and is now at its highest level since the satisfaction survey commenced in 2006
 - The strategic transformation programme of the two councils
 - External accreditations such as awards; either shortlisted for or actually won
 - Recognition from DCLG that the two Councils are exemplars in transformation
 - Above average sickness absence levels compared to all sectors (as measured against the Chartered Institute of Personnel and Development sickness absence survey of 8.2 days per FTE - October 2014 report).
 - An organisational change policy

- Positive industrial relations with Unison and staff representatives
- Low levels of employee grievances
- Employee exit interviews

3.4 If the recommendation to cease IIP accreditation is agreed, use of the logo would cease at expiry of accreditation.

3.5 **Impact of the IIP standard upon recruitment and retention**

There is no evidence to suggest that the use of the IIP standard logo on recruitment documentation encourages greater levels of applications for employment at either Council or that prospective applicants understand what IIP actually stands for. Application rates are usually fairly good with the exception of professional posts where the issues relate to a lack of suitably trained professionals. Similarly there has been no evidence through exit interviews that the IIP standard informs an employee's judgment about the Council as an employer.

3.6 **Benchmarking against other Councils**

A survey of other local authorities was undertaken to determine if the increased cost and resource of the new standard had influenced their decisions to continue with IIP accreditation. Of the 15 who were approached 9 responded and only 1 confirmed that they intended to remain with IIP (Appendix 2). Most organisations cited that the main reason for not continuing was down to the cost, lack of resource and other more pressing organisational projects taking priority.

3.7 Reassessment for CDC will coincide with the continuation of service reviews for both Councils as part of the joint transformation programme. This is often an unsettling time for employees and careful consideration needs to be given to whether IIP assessment is an appropriate activity to undertake during this time, and whether our resources are better invested in other business driven priorities.

3.8 It is unlikely that trading companies created under the confederation model will share the Councils' accreditations. Individual companies will be required to seek their own accreditation under the new standard, if they choose to do so.

3.9 It is clear that there would be a requirement for more time and resource to be invested in the management of annual IIP assessments, and this investment of additional resource (financial and people) would only increase further as the confederation model evolves.

4.0 **Conclusion and Reasons for Recommendations**

4.1 With the increase in costs associated with the IIP accreditation process and the lack of evidence to demonstrate that the IIP standard holds any meaningful status amongst employees, prospective employees or indeed other business partners, the report concludes that IIP no longer represents value for money or added value to this Council and this view is supported by the Joint Management Team

4.2 The Council and external environment has developed significantly since the IIP standard was first introduced in 1998 and was, at that time, a useful measure of organisational culture, health and employee development to ensure delivery of the business objectives. The Council now has many other forms of data capture that

either do the same or a better job of demonstrating how effective we are at aligning employees and the organisational culture to our strategic priorities, as illustrated in paragraph 3.3 above.

- 4.2 Future trading companies under the Confederation model (Appendix 3) would be responsible for funding and managing their own IIP accreditation if they choose to apply. The Council as a parent company is not able to share accreditation and this therefore has to be considered in the longer term association with IIP.

5.0 Consultation

CDC/SNC Joint Management Team

Councillor Wood, Leader with portfolio for HR and Organisational Development matters

6.0 Alternative Options and Reasons for Rejection

- 6.1 An alternative option is to continue with IIP which is not recommended.

7.0 Implications

Financial and Resource Implications

- 7.1 The increased financial cost of £10,550 plus VAT and expenses (appendix 1) need to be found from a growth bid.
- 7.2 There is no specific allocated budget for IIP; the costs are met from the corporate training budget, therefore no saving is proposed.
- 7.3 In addition more resources would be required for annual assessments which would fall at a time when resources are better invested elsewhere, with much duplication of task.

Comments checked by:

Denise Taylor, Group Accountant (Budgets & Accounts), 01295 221982,

Denise.taylor@cherwellandsouthnorthants.gov.uk

Legal Implications

- 8.1 There is no risk to the Council in not continuing with IIP accreditation.

Comments checked by:

Kevin Lane, Head of Law and Governance, 0300 0030107

kevin.lane@cherwellandsouthnorthants.gov.uk

Document Information

Appendix No	Title
Appendix 1	Summary of changes
Appendix 2	Survey of Local Authorities
Appendix 3	The Confederation Model
Background Papers	
None	
Report Author	Vicky Claridge, L&D Business Partner
Contact Information	vicky.claridge@cherwellandsouthnorthants.gov.uk 01295 227071

Appendix 1

Summary of changes

Standard	Old Process	New Process	Resource for old assessment	Resource for new assessment	Old assessment cost	New assessment cost
Old – individual assessment CDC	3 yearly accreditation 18 month review	3 yearly accreditation <i>Annual</i> assessments	*Pre-assessment admin on a 3 yearly basis	*Pre-assessment admin on an <i>annual</i> basis	**£6000 plus VAT and expenses 18 month review approx. £400 plus VAT	This will be withdrawn during 2016 and replaced with the new standard
Old – individual assessment SNC	3 yearly accreditation 18 month review	3 yearly accreditation <i>Annual</i> assessments	*Pre-assessment admin on a 3 yearly basis	*Pre-assessment admin on an <i>annual</i> basis	***£3000 plus VAT and expenses 18 month review approx. £400 plus VAT	This will be withdrawn during 2016 and replaced with the new standard
New – individual CDC	This is a new standard and therefore no old process	3 yearly accreditation with <i>annual</i> assessments	NA	*Pre-assessment admin on an <i>annual</i> basis	This is a new standard therefore no old costs	£10,550 plus VAT and expenses
New – individual SNC	This is a new standard and therefore no old process	3 yearly accreditation with <i>annual</i> assessments	NA	*Pre-assessment admin on an <i>annual</i> basis	This is a new standard therefore no old costs	£5,275 plus VAT and expenses
New - Joint	This is a new standard and therefore no old process	3 yearly accreditation with <i>annual</i> assessments	NA	*Pre-assessment admin on an <i>annual</i> basis	This is a new standard therefore no old costs	£13,900 plus VAT and expenses

*Pre-assessment admin includes the following; booking assessor, booking interview rooms, arranging interviews (4% sample size in addition to all staff survey), communications to the organisation, arranging IT support

Based on 500 employees /*Based on 250 employees

Note: There is no allocated budget for IIP assessment or accreditation at present. Budget is currently found from the training budget held centrally by HR for both Councils. There is no proposal to make a saving from non-continuation of IIP; however a growth bid would be required if continuation was to be considered.

Appendix 2 Survey of local authorities

Council	Historically in IIP	Continuing with IIP	Justification
South Oxfordshire	Yes	Unsure - Accreditation due November 2016 but undecided if continuing or not	Unsure of new standard and potential cost implications
West Oxfordshire	Yes pre 2011	No	Some accreditation for certain services pre 2011. Again cost was the reason for not continuing accreditation.
Cheltenham Borough Council	Yes - held for 19 years	Yes	Decision to stay in made January 2014, the reasoning being that there was nothing in the standard that did not constitute good business sense, so why would they not do it.
Forest of Dean	Yes pre 2011	No	Decided to not pursue accreditation in 2011 as the cost and time investment could not be accommodated alongside other major shared service projects.
Cotswold District Council	yes pre 2011	No	Some accreditation for certain services pre 2011. Again cost was the reason for not continuing accreditation.
Bracknell Forest Borough Council	Partially - only corporate services	The Corporate Services Department has IIP and intends to continue to go for the award if they can as a single department	We don't do it for the whole organisation as other departments have other standards that they choose to go for that are deemed more relevant for their part of the business - for example our Leisure Services go for Chartermark. I'm not sure if you can still go for IIP for only part of an organisation - we first went for it when that was explicitly allowed, so they let us continue, but I think I recall someone saying they had changed their position on that for new organisations.
Wokingham District Council	Yes	No - pulled out three years ago	At the time of accreditation there were a number of cost cutting measures and it was decided that this would be let go to cut expenditure. It was generally felt that this was a viable measure as it was agreed the accreditation was no longer adding value to the organization and was not bringing about any changes so was no longer worth the money. It was longer ago than I thought that we exited the scheme, back in 2010.
Oxfordshire County Council	Yes	Yes - but will potentially not renew in 2017	We are currently an Investors in People accredited organisation. We first achieved corporate IIP accreditation in 2004 and were reaccredited in 2008, 2011 and more recently 2014. Whether we opt to go forward for reaccreditation in 2017 is currently under review for reasons similar to those you refer to in terms of time, resource and cost.
Reading Borough Council	Yes pre 2001	No	Reading Borough Council used to have accreditation to IIP, but only part of the organisation achieved this (Social Services) and it was some time ago (2001 I believe). It was intended that we would try to extend the accreditation across the whole organisation however, a sense of apathy and high costs meant this fell off the agenda. A recently renewed appetite for organisational development has raised the question about whether we seek accreditation across the whole organisation, but I suspect that the costs of doing so will prohibit this. Our Organisational Development objectives will seek to embed the principles of IIP, but I doubt whether we will seek accreditation in the foreseeable future.

Appendix 3

The Confederation Model



Cherwell District Council

Personnel Committee

9 December 2015

Employment Statistics: Quarter four: 01 January to 31 March 2015, Quarter one: 01 April to 30 June 2015, Quarter two: 01 July to 30 Sept 2015

Report of Head of Transformation

This report is public
(The Appendices to this report are exempt from publication
by virtue of paragraph 1 and 2 of Schedule 12A of Local Government Act 1972)

Purpose of report

The purpose of this report is to detail employment statistics for information and monitoring purposes.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the contents of the report.

2.0 Introduction

- 2.1 National benchmarking indicators for labour turnover have been published for 2014 by XpertHR. Table 1 below captures these with comparison against 2012 and 2013.

Table 1

		2012	2013	2014	2015
All Leavers	Private	18%	19.1%	23.2%	Awaiting data
Voluntary Leavers	Private	6.7%	12.2%	14.2%	Awaiting data
All Leavers	Public	13%	13.9%	11.4%	Awaiting data
Voluntary Leavers	Public	11%	8.1%	n/a*	Awaiting data

**unfortunately the survey sample size was not sufficient to accurately indicate an average percentage of voluntary leavers within the public sector.*

- 2.2 Labour turnover figures above do not distinguish the reasons why individuals leave an organisation. It covers all types of employee departures including voluntary resignations, redundancies, dismissals and retirements.

2.3 Figures are calculated by taking the total number of leavers in a specified period and expressing the number as a percentage of the number of people employed during that period.

3.0 Report Details

3.1 Quarter 4: 01 January to 31 March 2015

3.1.1 As outlined in Table 2, quarter four has shown an increase from the third quarter resulting in a turnover rate from 1.8% rising to 3.4%.

Table 2

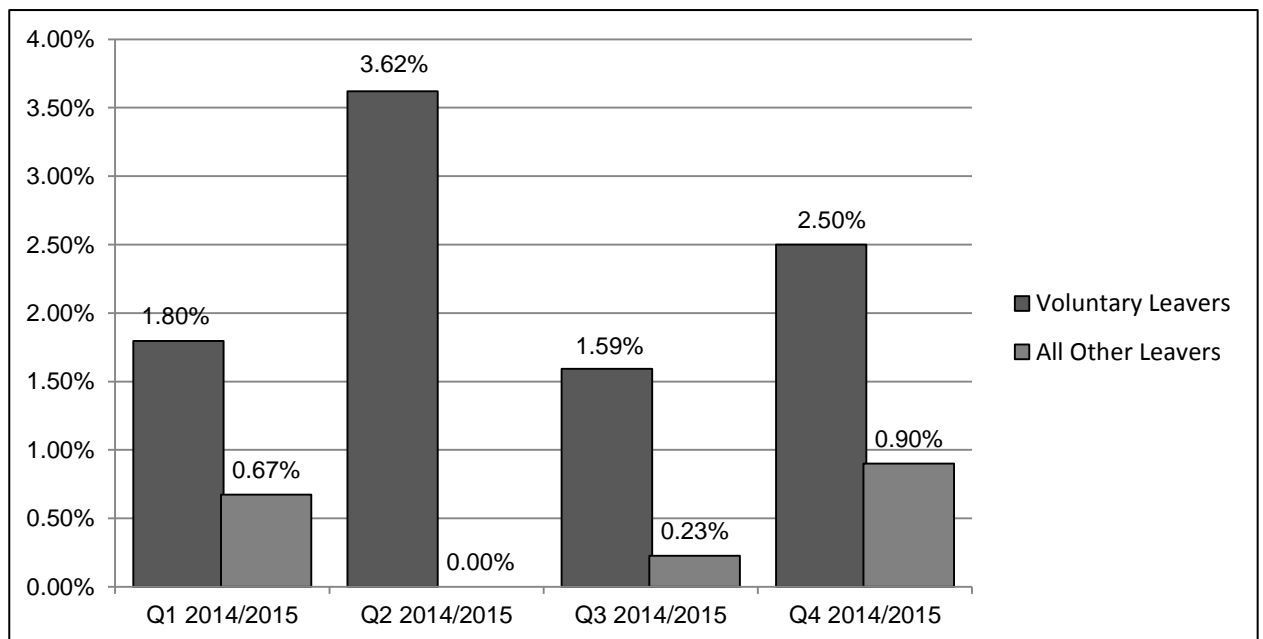
Quarter	All Leavers	Voluntary Leavers	All Other Leavers
Q1 2014/2015	2.47%	1.80%	0.67%
Q2 2014/2015	3.62%	3.62%	0.00%
Q3 2014/2015	1.82%	1.59%	0.23%
Q4 2014/2015	3.40%	2.50%	0.90%

* excludes early retirements, redundancies, ill-health dismissals and retirements, other dismissals and TUPE transfers.

3.1.2 Labour turnover at CDC for the whole financial year (1 April 2014 through to 31 March 2015) for all leavers was **11.3 %**, whilst the voluntary leaver* rate was **9.5%**. The national average for the full year is **11.4%** so Cherwell's turnover for the year is only slightly below the national average.

3.1.3 The labour turnover rates for permanent and fixed term staff for 2014/2015 is illustrated below in Graph 1.

Graph 1



3.1.4 Table 3 shows that as at 31 March 2015, the total number of permanent and fixed term employees employed by Cherwell District Council was 438 and there were 88 vacant posts.

Table 3

CDC Directorate	Established		Filled		Vacant	
	Posts	FTE	Posts	FTE	Posts	FTE
Chief Executive's Office	43	37.91	37	31.94	6	5.97
Bicester	30	22.11	24	19.02	6	3.09
Resources	90	80.84	64	56.58	26	24.26
Community & Environment	245	226.36	223	204.20	22	21.61
Development	118	113.34	90	79.22	27	33.58
Totals	526	480.56	438	390.96	88	89.60

3.1.5 As shown below in table 4, the numbers of permanent and fixed term employees employed by South Northamptonshire Council as at 31 March 2015 were 231. There were 42 vacant posts. The turnover at SNC for quarter 4 was 4.24% and an annual turnover of 9.6% which is below the national average for the public sector.

Table 4

SNC Directorate	Established		Filled		Vacant	
	Posts	FTE	Post s	FTE	Posts	FTE
Chief Executive's Office	11	10.00	8	7.68	3	2.32
Resources	65	57.82	55	50.45	10	7.38
Community & Environment	109	102.82	100	93.72	9	9.10
Development	88	80.03	68	61.60	20	18.43
Totals	273	250.68	231	213.44	42	37.24

3.1.6 Some of the vacant posts have now been recruited to and back filled with agency staff. The number of vacancies has been at a consistent level for the last year.

3.1.7 Table 5 shows staffing changes for the whole organisation for quarter four 2014/15 and a comparison from the previous financial year 2013/14.

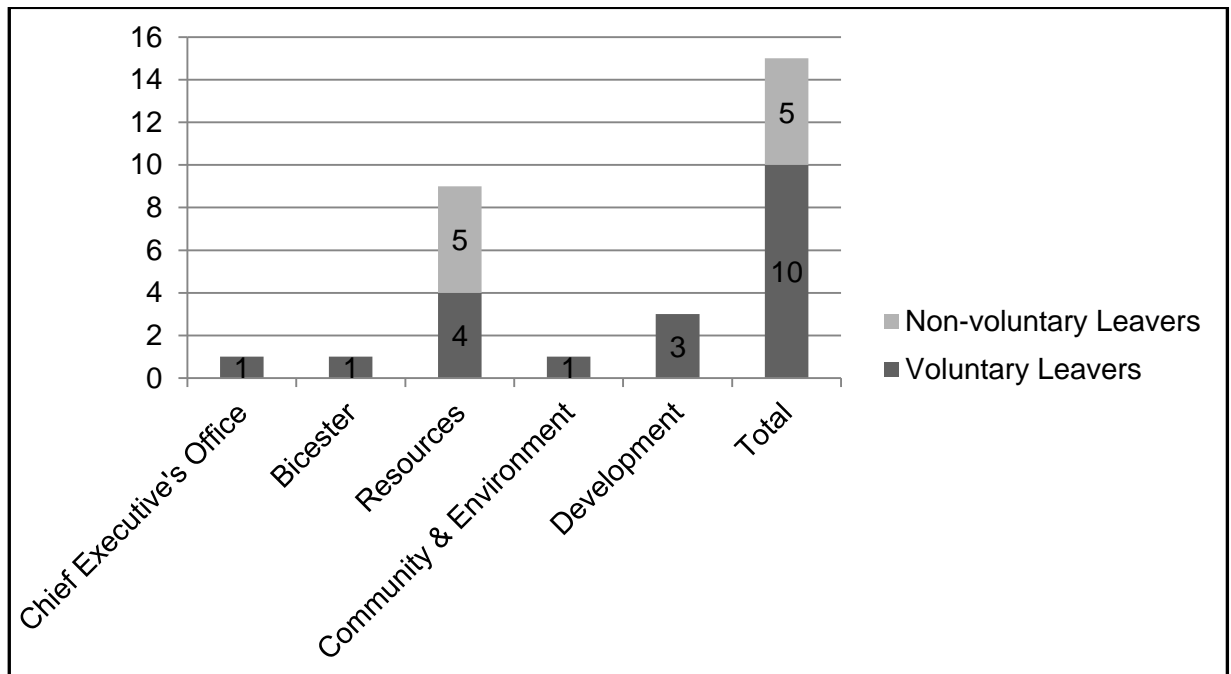
Table 5

	1 April 2013 to 31 March 2014					1 April 2014 to 31 March 2015				
	Q1 Apr to June	Q2 July to Sept	Q3 Oct to Dec	Q4 Jan to Mar	Full Year Total 2013 / 2014	Q1 Apr to June	Q2 July to Sept	Q3 Oct to Dec	Q4 Jan to Mar	Full Year Total 2014 / 2015
Permanent / Fixed Term Employees										
New starters (A)	6	10	10	8	34	5	9	10	18	42
Internal transfers (B)	11	4	3	1	19	4	9	6	13	51
All leavers (C)	6	9	8	14	37	11	16	8	15	50
Voluntary leavers (D)	4	7	8	13	32	8	16	7	11	42

3.1.8 The total number of permanent / fixed term leavers, by Directorate, for quarter four is illustrated in graph 2.

3.1.9 The non-voluntary leavers were as a result of a TUPE transfer within the Benefit Fraud team to DWP.

Graph 2



3.1.10 All leavers have the option of completing an exit questionnaire and having a meeting with their line manager or a member of Human Resources. Six staff members completed the exit questionnaire prior to leaving the organisation and have given the main reason for leaving as follows:

- Home relocation (1)
- Pay (1)
- Employment stability (2)
- Career / personal development (1)
- Personal reasons (1)

3.1.11 When the exit questionnaires are completed these are automatically sent to the Chief Executive, relevant Director, Head of Transformation and HR.

3.1.12 Table 6 outlines the total number of temporary and fixed term contracts (any contract that has an expiry date), by Directorate and Division, in place at the end of quarter four. It also provides equivalent information for SNC for comparison.

3.1.15 All fixed term and temporary roles are kept to a minimum and have been reduced over the past year.

Directorate	Fixed & Temporary Posts		
	Division	CDC	SNC
Chief Executive's Office	Chief Executive's Office	0	0
	Transformation	5	0
	Sub Total	5	0
Bicester		0	
	Sub Total	0	
Community & Environment	Community Services	7	5
	Environmental Services	1	1
	Sub Total	8	6
Development	Development Management	6	7
	Regeneration & Housing	4	1
	Strategic Planning & the Economy	1	1
	Sub Total	11	9
Resources	Finance & Procurement	1	6
	Law & Governance	5	0
	Information Services	3	0
	Sub Total	9	6
	Total	33	21

3.2 Quarter 1 - 01 April to 30 June 2015

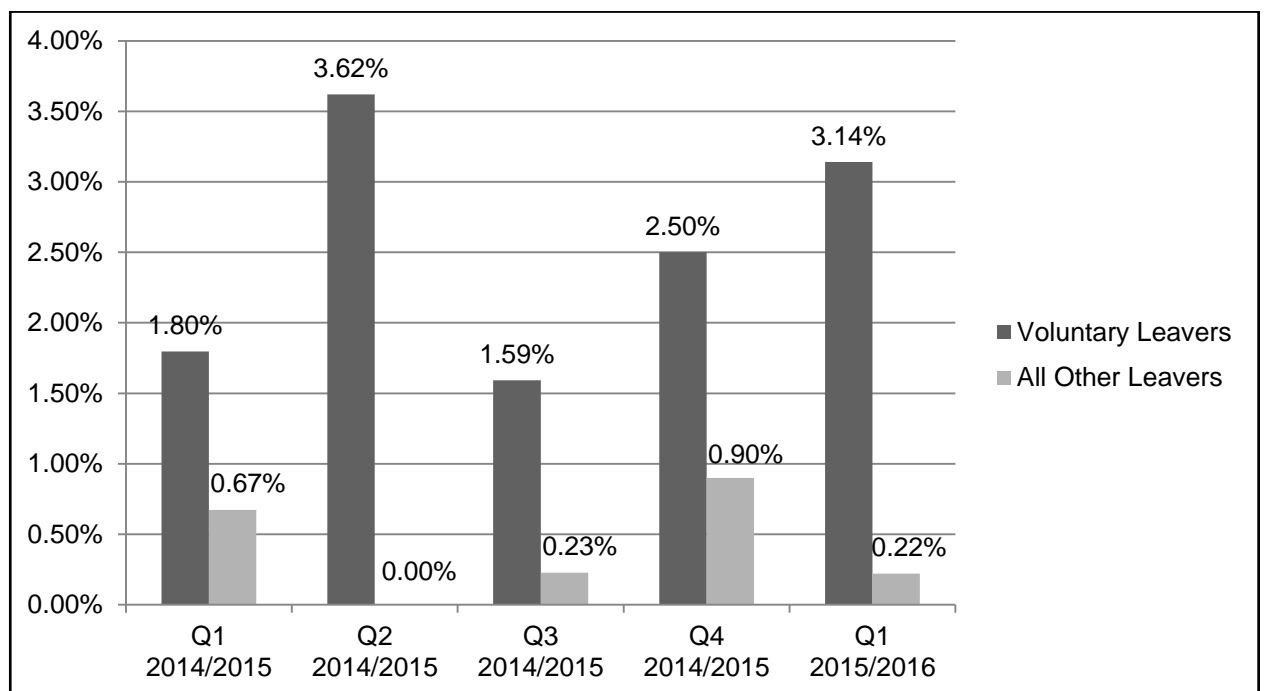
3.2.1 As shown in table 7, the turnover rate for all leavers as at quarter one 2015/16 is 3.36%. This shows that there has been a slight decrease since the previous quarter (quarter 4, 2014/15).

Table 7

Quarter	All Leavers	Voluntary Leavers	All Other Leavers
Q1 2014/2015	2.47%	1.80%	0.67%
Q2 2014/2015	3.62%	3.62%	0.00%
Q3 2014/2015	1.82%	1.59%	0.23%
Q4 2014/2015	3.40%	2.50%	0.90%
Q1 2015/2016	3.36%	3.14%	0.22%

3.2.2 The labour turnover rates for permanent and fixed term staff for quarter one in comparison to 2014 / 2015 is illustrated in Graph 3.

Graph 3



3.2.3 Table 8 shows that as at 30 June 2015, the total number of permanent and fixed term employees employed by Cherwell District Council was 452 and there were 86 vacant posts.

Table 8

CDC Directorate	Established		Filled		Vacant	
	Posts	FTE	Posts	FTE	Posts	FTE
Chief Executive's Office	10	9.00	10	8.97	0	0.03
Bicester	11	9.95	9	9.30	2	0.65
Resources	122	107.75	91	80.13	31	27.63
Community & Environment	250	228.84	227	203.46	23	25.38
Development	145	135.23	115	100.59	30	34.64
Totals	538	490.77	452	402.44	86	88.33

3.2.4 As shown in table 9, the numbers of permanent and fixed term employees employed by South Northamptonshire Council as at 30 June 2015 were 227. There were 34 vacant posts.

Table 9

SNC Directorate	Established		Filled		Vacant	
	Posts	FTE	Posts	FTE	Posts	FTE
Chief Executive's Office	1	1.00	1	1.00	0	0.00
Resources	64	56.82	60	46.01	11	10.81
Community & Environment	107	100.82	100	93.72	7	7.10
Development	82	73.97	66	61.07	16	12.91
Totals	254	232.62	227	201.80	34	30.82

3.2.5 Some of the vacant posts have now been recruited to and some have been back filled with agency staff.

3.2.6 Table 10 (next page) illustrates staffing changes for the whole organisation for quarter four in comparison to the previous financial year.

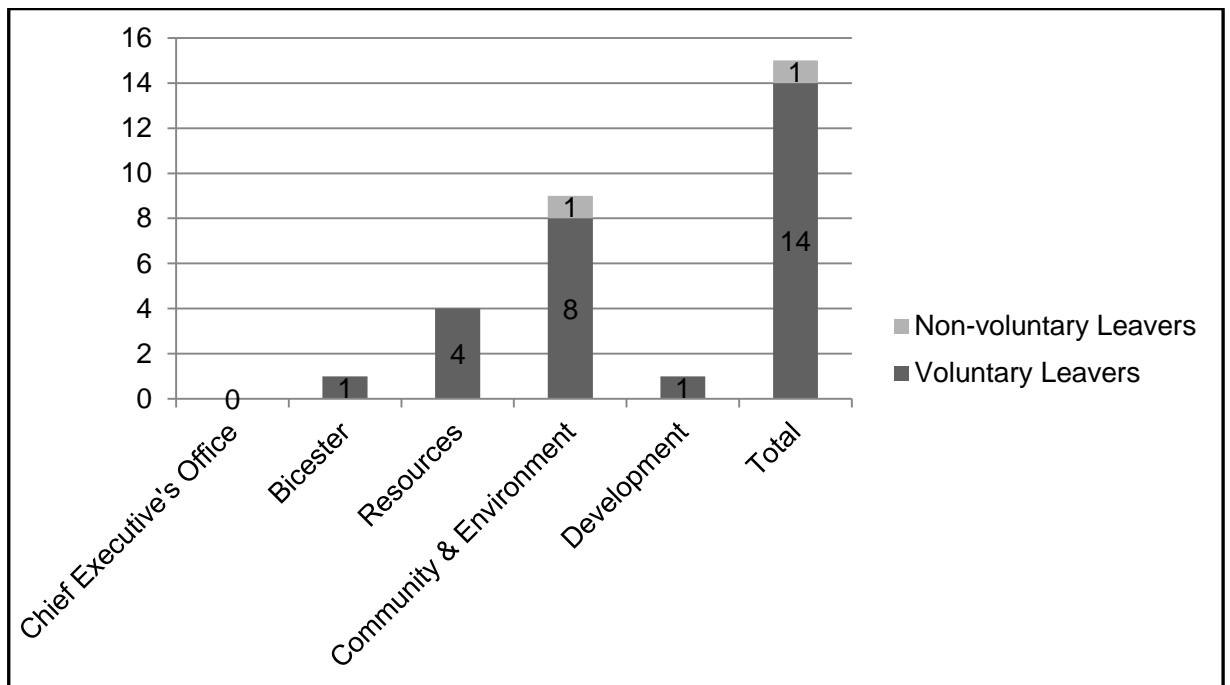
Table 10

	1 April 2014 to 31 March 2015					01 April 2015 to 31 March 2016				
	Q1 Apr to June	Q2 July to Sept	Q3 Oct to Dec	Q4 Jan to Mar	Full Year Total 2014/2015	Q1 Apr to June	Q2 July to Sept	Q3 Oct to Dec	Q4 Jan to Mar	Full Year Total 2015 / 2016
Permanent / Fixed Term Employees										
New starters (A)	5	9	10	18	42	26				
Internal transfers (B)	4	9	6	13	51	16				
All leavers (C)	11	16	8	15	50	15				
Voluntary leavers (D)	8	16	7	11	42	14				

3.2.7 The total number of permanent / fixed term leavers, by Directorate, for quarter one is illustrated in Graph 4.

3.2.8 The one non-voluntary leaver was a dismissal within Environmental Services.

Graph 4



3.2.9 All leavers have the option of completing an exit questionnaire and having a meeting with their line manager or a member of Human Resources. Out of the 14 voluntary leavers for the last quarter, seven have completed the exit questionnaire and have given the main reason for leaving as follows:

- Career / personal development (2)
- Workplace re-organisation (1)
- Employment stability (2)
- Home relocation (1)
- End of contract (1)

3.2.10 Table 10 outlines the total number of temporary and fixed term contracts (any contract that has an expiry date), by Directorate and Division, in place at the end of quarter four. It also provides equivalent information for SNC for comparison.

Table 10 Directorate	Fixed & Temporary Posts		
	Division	CDC	SNC
Chief Executive's Office	Chief Executive's Office	2	0
	Transformation	3	0
	Sub Total	5	0
Bicester		2	0
	Sub Total	2	0
Community & Environment	Community Services	8	6
	Environmental Services	1	1
	Sub Total	9	7
Development	Development Management	6	5
	Regeneration & Housing	7	0
	Strategic Planning & the Economy	2	1
	Sub Total	15	6
Resources	Finance & Procurement	1	6
	Law & Governance	3	0
	Information Services	3	0
	Sub Total	7	6
Total		38	19

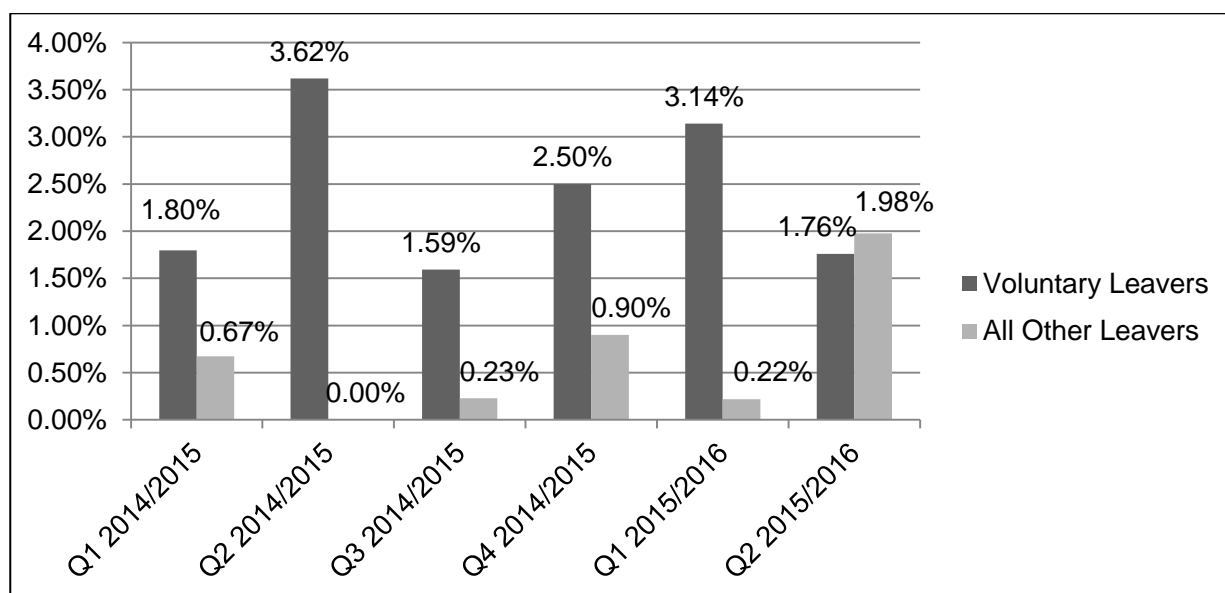
3.3 Quarter Two - 01 July to 30 Sept 2015

3.3.1 As shown in table 7, the turnover rate for all leavers as at quarter 1 2015/16 is 3.74%. This shows that there has been a slight increase in turnover from quarter 1.

Table 7

Quarter	All Leavers	Voluntary Leavers	All Other Leavers
Q1 2014/2015	2.47%	1.80%	0.67%
Q2 2014/2015	3.62%	3.62%	0.00%
Q3 2014/2015	1.82%	1.59%	0.23%
Q4 2014/2015	3.40%	2.50%	0.90%
Q1 2015/2016	3.36%	3.14%	0.22%
Q2 2015/2016	3.74%	1.76%	1.98%

3.3.2 The labour turnover rates for permanent and fixed term staff for quarters 1 and 2 in comparison to 2014 / 2015 is illustrated in Graph 3.

Graph 3

3.3.3 Table 8 shows that as at 30 September 2015, the total number of permanent and fixed term employees employed by Cherwell District Council were 458 and there were 84 vacant posts.

Table 8

CDC Directorate	Established		Filled		Vacant	
	Posts	FTE	Posts	FTE	Posts	FTE
Chief Executive's Office	10	9.00	10	8.97	0	0.03
Bicester	6	6.00	6	6.00	0	0.00
Resources	124	108.75	92	78.13	32	30.63
Community & Environment	258	228.84	231	205.21	27	23.63
Development	144	133.18	119	103.92	25	29.25
Totals	542	485.77	458	402.23	84	83.54

3.3.4 As shown in table 9, the numbers of permanent and fixed term employees employed by South Northamptonshire Council as at 30 September 2015 were 225. There were 37 vacant posts. The turnover for quarter 1 is 3.10%.

Table 9

SNC Directorate	Established		Filled		Vacant	
	Posts	FTE	Posts	FTE	Posts	FTE
Chief Executive's Office	1	1.00	1	1.00	0	0.00
Resources	64	56.82	59	46.34	12	10.49
Community & Environment	107	100.82	97	89.91	10	10.91
Development	83	74.86	68	61.96	15	12.91
Totals	255	233.51	225	199.21	37	34.31

3.3.5 Some of the vacant posts have now been recruited to and some have been back filled with agency staff.

3.3.6 Table 10 illustrates staffing changes for the whole organisation for quarter four in comparison to the previous financial year.

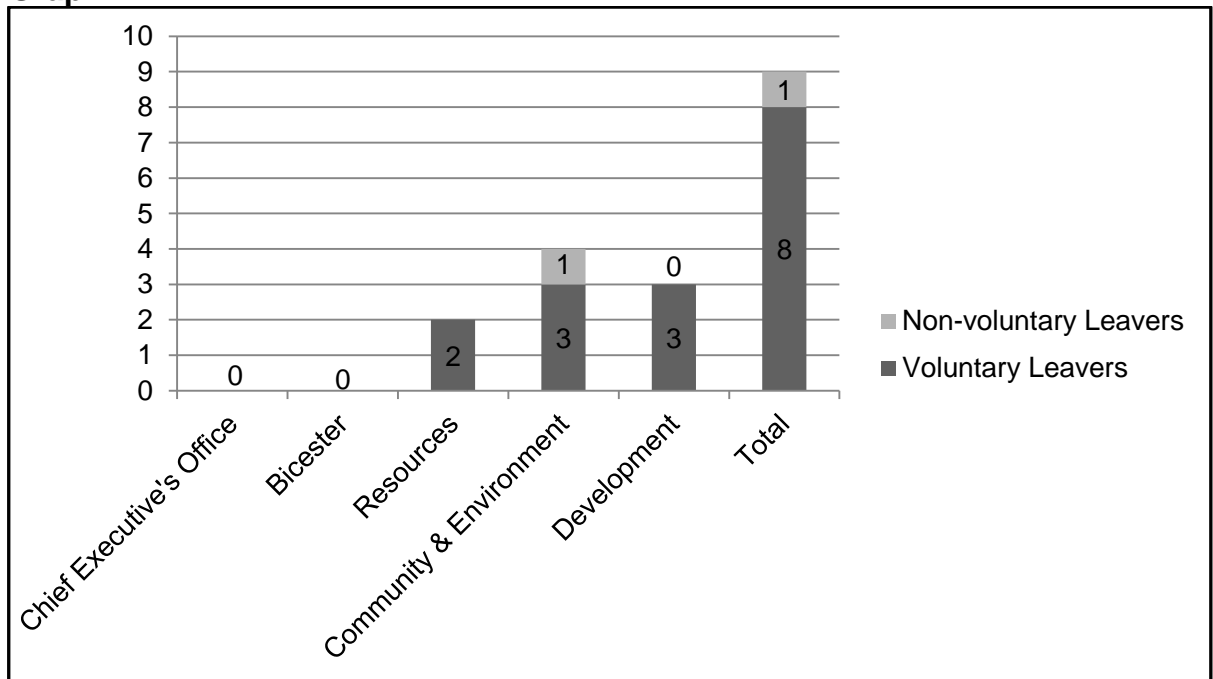
Table 10

	1 April 2014 to 31 March 2015					01 April 2015 to 31 March 2016				
	Q1 Apr to June	Q2 July to Sept	Q3 Oct to Dec	Q4 Jan to Mar	Full Year Total 2014/2015	Q1 Apr to June	Q2 July to Sept	Q3 Oct to Dec	Q4 Jan to Mar	Full Year Total 2015 / 2016
Permanent / Fixed Term Employees										
New starters (A)	5	9	10	18	42	26	20			
Internal transfers (B)	4	9	6	13	51	16	3			
All leavers (C)	11	16	8	15	50	15	9			
Voluntary leavers (D)	8	16	7	11	42	14	8			

3.3.7 The total number of permanent / fixed term leavers, by Directorate, for quarter one is illustrated in Graph 4.

3.3.8 The one non-voluntary leaver was a dismissal within Environmental Services.

Graph 4



3.3.9 All leavers have the option of completing an exit questionnaire and having a meeting with their line manager or a member of Human Resources. Out of the 8 voluntary leavers for the last quarter, 5 have completed the exit questionnaire and have given the main reason for leaving as follows:

- Resignation but no subsequent employment (1)
- End of contract (1)
- Another job in Local Authority (2)
- Further education (1)

3.3.10 Table 10 outlines the total number of temporary and fixed term contracts (any contract that has an expiry date), by Directorate and Division, in place at the end of quarter two. It also provides equivalent information for SNC for comparison.

Table 10		Fixed & Temporary Posts		
Directorate	Division	CDC	SNC	
Chief Executive's Office	Chief Executive's Office	0	0	
	Sub Total	0	0	
Bicester	Bicester	0		
	Sub Total	0		
Community & Environment	Community Services	8	6	
	Environmental Services	0	0	
	Sub Total	8	6	
Development	Development Management	3	5	
	Regeneration & Housing	6	0	
	Strategic Planning & the Economy	3	1	
	Sub Total	12	6	
Resources	Finance & Procurement	2	2	
	Law & Governance	2	0	
	Information Services	4	0	
	Transformation	1	0	
	Sub Total	9	2	
Total		29	14	

4.0 Conclusion and Reasons for Recommendations

- 4.1 The labour turnover rate for 2014/15 end of the financial year has resulted in an annual labour turnover of 11.3% slightly lower than the national average for the public sector 11.4%.
- 4.2 The turnover rate for quarter two 2015/16 for all leavers (3.74%) compared with quarter one 2015/16 (3.36%) has seen a slight increase. If the increase is maintained throughout the year, it will result in an annual labour turnover rate higher than the national average for the public sector (11.4%).
- 4.3 Overall, the reasons given for leaving are not too concerning, however to have a better view we need to encourage more employees to complete the exit questionnaire prior to leaving the organisation.
- 4.4 All fixed term and temporary roles are now kept to a minimum and have been reduced over the past year.
- 4.5 There are very few truly vacant posts. Cover is sought from agency staffing and these figures are not included within this data.

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

This report is submitted for monitoring and information purposes therefore there are no alternative options. The Committee can request further information.

7.0 Implications

Financial and Resource Implications

7.1 There are no financial implications in this report.

Comments checked by: Paul Sutton, Head of Finance and Procurement
0300 0030106 paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 There are no legal implications associated with the contents of this report.

Comments checked by: Kevin Lane, Head of Law and Governance
0300 0030107 kevin.lane@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

N/A

Links to Corporate Plan and Policy Framework

N/A

Lead Councillor

N/A

Document Information

Appendix No	Title
Appendix 1	Quarter four 2014/15 Establishment data for CDC
Appendix 2	Quarter one 2015/16 Establishment data for CDC
Appendix 3	Quarter two 2015/16 Establishment data for CDC
Background Papers	
None	
Report Author	Janine Dean, HR Business Partner for Environmental Services
Contact Information	01295 221733 janine.dean@cherwellandsouthnorthants.gov.uk

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PAY GRADES AS AT 1ST APRIL 2015

Grade	Annual	Hourly
APP001	£8,552.32	£4.4329
APP002	£5,329.17	£2.7622
GRD01A	£14,822.12	£7.6827
GRD01B	£15,139.21	£7.8471
GRD01C	£15,670.41	£8.1224
GRD02A	£15,670.41	£8.1224
GRD02B	£16,201.61	£8.3977
GRD02C	£16,732.80	£8.6731
GRD02D	£17,264.00	£8.9484
GRD02E	£17,795.20	£9.2237
GRD03A	£17,795.20	£9.2237
GRD03B	£18,326.40	£9.4991
GRD03C	£18,857.60	£9.7744
GRD03D	£19,388.81	£10.0497
GRD03E	£19,920.01	£10.3251
GRD04A	£19,920.01	£10.3251
GRD04B	£20,451.21	£10.6004
GRD04C	£20,982.40	£10.8757
GRD04D	£21,513.61	£11.1511
GRD04E	£22,044.80	£11.4264
GRD05A	£22,044.80	£11.4264
GRD05B	£22,576.00	£11.7017
GRD05C	£23,107.20	£11.9771
GRD05D	£23,638.41	£12.2524
GRD05E	£24,169.61	£12.5277
GRD06A	£24,169.61	£12.5277
GRD06B	£25,232.00	£13.0784
GRD06C	£26,294.41	£13.6291
GRD06D	£27,091.20	£14.0421
GRD06E	£28,153.60	£14.5928
GRD07A	£28,153.60	£14.5928
GRD07B	£29,216.01	£15.1434
GRD07C	£30,278.41	£15.6941
GRD07D	£31,340.81	£16.2448
GRD07E	£32,403.20	£16.7954
GRD08A	£32,403.20	£16.7954
GRD08B	£33,465.61	£17.3461
GRD08C	£34,528.01	£17.8968
GRD08D	£35,590.41	£18.4475
GRD08E	£36,652.80	£18.9981
GRD09A	£36,652.80	£18.9981
GRD09B	£37,715.21	£19.5488
GRD09C	£38,777.61	£20.0995
GRD09D	£39,840.01	£20.6501
GRD09E	£40,902.41	£21.2008
GRD10A	£40,902.41	£21.2008
GRD10B	£41,964.81	£21.7515
GRD10C	£43,027.20	£22.3021
GRD10D	£44,089.61	£22.8528
GRD10E	£45,152.01	£23.4035
GRD11A	£45,152.01	£23.4035
GRD11B	£46,214.41	£23.9542
GRD11C	£47,276.80	£24.5048
GRD11D	£48,339.21	£25.0555
GRD11E	£49,401.61	£25.6062

Joint Management Team Grades

Grade	Annual	Hourly
MNR001	£36,328.31	£18.8299
MNR002	£37,366.26	£19.3679
MNR003	£38,404.21	£19.9059
MNR004	£39,442.17	£20.4439
MNR005	£40,480.12	£20.9819
MNR006	£41,518.07	£21.5199
MNR007	£42,556.02	£22.0579
MNR008	£43,593.97	£22.5959
MNR009	£44,631.93	£23.1339
MNR010	£45,669.88	£23.6719
MNR011	£46,707.83	£24.2099
MNR012	£47,745.78	£24.7479
MNR013	£48,783.73	£25.2859
HS001	Not in use	
HS002	Not in use	
HS003	Not in use	
HS004	Not in use	
HS005	Not in use	
HS006	Not in use	
HS007	Not in use	
HS008	Not in use	
HS009	£62,277.11	£32.2799
HS0010	£63,315.06	£32.8179
HS0011	£64,353.01	£33.3559
HS0012	£65,390.96	£33.8939
HS0013	£66,428.91	£34.4319
HS0014	£67,466.86	£34.9699
HS0015	£68,504.82	£35.5079
HS0016	£69,542.77	£36.0459
HS0017	£70,580.72	£36.5839
HS0018	£71,618.67	£37.1219
HS0019	£72,656.62	£37.6599
HS0020	£73,694.57	£38.1979
HS0021	£74,732.53	£38.7359
HS0022	£75,770.48	£39.2739
DIR001	£81,998.19	£42.5018
DIR002	£84,593.07	£43.8468
DIR003	£87,187.95	£45.1918
DIR004	£89,782.83	£46.5368
DIR005	£91,339.75	£47.3438
LS0009	£129,743.97	£67.2497

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