



Civic Centre,  
Arnot Hill Park,  
Arnold,  
Nottinghamshire,  
NG5 6LU

# Agenda

## Joint Consultative and Safety Committee

Date: **Tuesday 26 November 2013**

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Time: **5.30 pm**

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Place: **Reception Room**

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For any further information please contact:

**Lyndsey Parnell**

Members' Services Officer

0115 901 3910

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# Joint Consultative and Safety Committee

## Membership

**Chair**                      Councillor Steve Ainley

**Vice-Chair**              Councillor Emily Bailey

Councillor Paul Feeney

Councillor John Parr

Councillor Roland Spencer

Councillor Sarah Tomlinson

Councillor John Truscott

## **AGENDA**

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|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>1</b>  | <b>Apologies for Absence.</b>                                                                                                                                                                 |                  |
| <b>2</b>  | <b>To approve, as a correct record, the minutes of the meeting held on 27 August 2013.</b>                                                                                                    | <b>1 - 4</b>     |
| <b>3</b>  | <b>Declaration of Interests.</b>                                                                                                                                                              |                  |
| <b>4</b>  | <b>Current Health and Safety Issues</b><br><br>Report of Health and Safety Officer                                                                                                            | Verbal<br>Report |
| <b>5</b>  | <b>Feedback from Employee Conference</b><br><br>Report of Service Manager- Organisational Development                                                                                         | <b>5 - 6</b>     |
| <b>6</b>  | <b>Proposal to Introduce the Living Wage</b><br><br>Report of Service Manager- Organisational Development                                                                                     | <b>7 - 8</b>     |
| <b>7</b>  | <b>Gedling Borough Council Travel Plan</b><br><br>Report of the Corporate Director                                                                                                            | <b>9 - 22</b>    |
| <b>8</b>  | <b>Current Sickness Absence Issues</b><br><br>Report of Service Manager - Organisational Development                                                                                          | <b>23 - 28</b>   |
| <b>9</b>  | <b>Current Staffing Issues</b><br><br>Report of Chief Executive/ Service Manager - Organisational Development                                                                                 | Verbal<br>Report |
| <b>10</b> | <b>Minor changes to the Establishment that have been agreed by the Chair and Trade Unions outside of the full JCSC process.</b><br><br>Report of Service Manager - Organisational Development | <b>29 - 30</b>   |
| <b>11</b> | <b>Any other item which the Chairman considers urgent.</b>                                                                                                                                    |                  |

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## **MINUTES JOINT CONSULTATIVE AND SAFETY COMMITTEE**

**Tuesday 27 August 2013**

Councillor Steve Ainley (Chair)

Present: Councillor Emily Bailey Councillor John Truscott  
Councillor Sarah Tomlinson

Unison: Gill Morley Alison Markowski  
Alan Green

Absent: Councillor Paul Feeney, Councillor John Parr and  
Councillor Roland Spencer

Officers in Attendance: D Archer, L Parnell, J Robinson and B Saunders

### **9 APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillors Parr and Spencer.

### **10 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 28 MAY 2013.**

#### **RESOLVED:**

That the minutes of the above meeting, having been circulated, be approved as a correct record.

### **11 DECLARATION OF INTERESTS.**

None.

### **12 BOROUGH SAFETY OFFICER'S ANNUAL REPORT 2013/13**

The Borough Safety Officer presented the Annual Borough Safety Report for 2012/13, which had been circulated prior to the meeting, providing information on work carried out over the course of the year, including safety training and audits.

#### **RESOLVED:**

To note the information.

### **13 CONSULTATION ON THE INTRODUCTION OF SUBSTANCE**

## **MISUSE POLICY.**

The Service Manager, Organisational Development, introduced the report, which had been circulated prior to the meeting, outlining the Council's proposed Substance Misuse Policy. The Service Manager highlighted the Policy's emphasis on the support and management of staff members with known substance misuse issues, but also the importance of a substance misuse policy to ensure the safety of employees and members of the public.

At the request of Unison representatives, the Service Manager, Organisational Development agreed that he would further investigate any requirements for written agreement to be sought from employees prior to testing.

### **RESOLVED:**

To recommend the policy draft to the Appointments and Conditions of Service Committee to authorise the formal adoption of a final policy on behalf of the Council.

## **14 PROPOSAL FOR MINOR REVISIONS TO THE CONSTITUTION OF THE JOINT CONSULTATIVE AND SAFETY COMMITTEE (JCSC)**

On behalf of Unison, Gill Morley outlined the changes to the constitution of the Committee contained within the report, which had been circulated prior to the meeting, and stressed that the small amendments would bring the constitution up to date and in line with the current purpose of the Committee.

### **RESOLVED:**

To approve the amendments to the constitution of Committee, as contained in policy draft provided to Committee.

Councillor Ainley left the meeting and Councillor Bailey took the Chair.

## **15 SICKNESS ABSENCE**

The Service Manager, Organisational Development, presented the report, which had been circulated prior to the meeting, highlighting the low levels of sickness absence through June and the reduction of long term sickness, showing the Council's recent achievements in managing sickness absence.

### **RESOLVED:**

To note the information.

## **16 STAFFING ISSUES**

The Chief Executive provided a verbal report to Committee on current staffing issues, particularly the findings of a recent staff survey (a report detailing which will be brought to Committee in due course) and the Council's recent shortlisting for 4 awards from the Association of Public Sector Excellence. The Chief Executive also made Members aware of a meeting that he had attended with Unison representatives regarding the implications of the recent Government Spending Review on the Council.

**RESOLVED:**

To note the information.

**17 MINOR CHANGES TO ESTABLISHMENT AGREED BY CHAIR AND TRADE UNIONS OUTSIDE FORMAL FULL JCSC PROCESS.**

The Service Manager, Organisational Development presented an item for information regarding changes to the staffing structure of Bonington Theatre as agreed in consultation with the Chair and union representatives.

**RESOLVED:**

To note the information.

**18 ANY OTHER ITEM WHICH THE CHAIRMAN CONSIDERS URGENT.**

None.

Signed by Chair:

Date:

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## **Report to Joint Consultative and Safety Committee**

**Subject:** Employee Conference.

**Date:** 26 November 2013

**Author:** Service Manager; Organisational Development

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

This is an information item to inform the committee about this year's Employee Conference which had a theme of "managing personal stress".

### **2. Summary of feedback**

The conference took place over three half days and was attended by about 150 employees in total. The newly-refurbished Arnold Leisure Centre was used as this year's venue and worked extremely well.

The event was delivered by an external facilitator and although perhaps less interactive in nature than previous events, the feedback from attendees was favourable with satisfaction for the event being reported at 69% and with the trainer at 74%.

In terms of being aware of how to manage stress more effectively as a result of the session, 84% of people said that they were better equipped.

### **3. Going forward**

Following on from this event, it is hoped that the theme of "personal resilience" can be built upon through other events and interventions that are currently being discussed with leads from other organisations who have experience in the field of "compassion training" (methods of effective interaction between employees in the workplace, and with and by the people of Gedling).

### **4. Recommendation**

The Committee is asked to note this report.

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## **Report to Joint Consultative and Safety Committee**

**Subject:** Living Wage

**Date:** 26 November 2013

**Author:** Service Manager; Organisational Development

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

To inform the committee of the intention to pay the Living Wage at 1 April 2014 and to confirm the process proposed for implementation.

### **2. Background**

The week commencing 4 November was "Living Wage Week".

The "Living Wage" is set by the Living Wage Foundation annually and represents the hourly rate of pay that is deemed to provide workers with a wage that can meet the basic costs of living.

During this week a number of national and local announcements were made. Of particular relevance was the national announcement that the Living Wage outside London would rise by 20 pence to £7.65 per hour and, locally, the Leader of the council announced his intention to propose that the Living Wage be paid here at 1 April 2014.

Clearly this local commitment has relevance from social, political, and economic perspectives and the detail of its implementation to recognise all of these needs is complex. Included in the implementation, it is likely that there may be issues arising that relate to local pay banding and terms and conditions of employment.

In terms of process, the detail of the proposal first needs to be outlined from an organisational perspective and as such an options report will be put to the Appointments and Conditions of Service Committee (ACSC). From there, a paper outlining the proposal will be put to this committee for consultation, probably during December. If the implementation relates only to general policy changes it is anticipated that this will be considered at just one meeting of the JCSC, however, if there are changes that more specifically relate to changes to other existing terms and conditions then it is likely that the matter would be consulted upon over a 30-day period and would pass before this committee twice before returning to the ACSC to consider recommendation before final ratification.

During this process commitment will also need to be given by Council in order to approve any additional costs arising from the commitment.

### **4. Recommendation**

The Committee is asked to note this report and to await the first consultation paper.

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## **Report to Joint Consultative and Safety Committee**

**Subject:** Gedling Borough Council Travel Plan

**Date:** 26 November 2013

**Author:** Corporate Director – Stephen Bray

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

- To seek views on the draft Gedling Borough Council Travel Plan prior to consideration at Cabinet

### **2. Background**

The Council has committed to significant reductions to the Borough's carbon footprint over the next four years in its Sustainability Strategy and Action Plan.

Transport is a significant contributor to carbon emissions and employee travel habits in turn contribute to those emissions. One of the actions in the Action Plan is to review and improve the Council's Travel Plan, and then ensure its implementation.

The previous Travel Plan dated from 2006 and was significantly out of date. Research into current employee travel habits and future options has been carried out in partnership with the Big Wheel organisation to inform an updated plan.

As a result, a fully updated draft Travel Plan has been developed, a copy of which is attached at **Appendix A**.

The views of the Committee are being sought on the draft, pending submission of the Travel Plan to Cabinet for decision early in the New Year. The STEPs Group is also being consulted.

### **3. Proposal**

The Travel Plan is underpinned by an emphasis on incentivising more sustainable travel habits, with particular emphasis on advice and information to inform more sustainable travel decisions.

The objectives of the Travel Plan are: -

- To reduce transport-related emissions by promoting travel initiatives

- through behavioural change campaigns.
- To promote other transport means of getting to and from work to staff members.
  - To reduce single occupancy vehicles for staff members coming to and from Arnot Hill Park.
  - To promote the use of public transport for business related journeys and where possible to encourage walking or cycling for meetings within reasonable distance.
  - To continue to promote the Council's pool bikes to members of staff.
  - To promote more sustainable ways of working where practically possible to do so.

The intended outcomes include: -

- Reduced Council emissions due to staff travel
- Raised awareness among staff members of sustainable transport options available to them
- Reduced single occupancy vehicles from 66% to 50%
- Increased the number of staff cycling to work from 2% to 10%
- Increased bus users from 7% to 15%
- Increased number of staff members walking to work from 27% to 30%

A range of recommendations are made for future action, many of which relate to promotion and encouragement of behaviour change. Discussions have been held with TravelRight, the organisation commissioned to run the Neighbourhood Sustainable Travel Hub for the Borough, who have considerable expertise and experience in this field. They have indicated in principle that they will be able to support delivery of some of these recommendations.

#### **4. Resource Implications**

There are no specific resources allocated for delivery of the Travel Plan. Support with implementation is available from the Sustainability Officer and will be sought from other services where appropriate. It is hoped that external support, such as from TravelRight (see above) will also be secured.

#### **5. Recommendation**

Comments on the draft Travel Plan are sought.

#### **6. Appendices**

Appendix A – Draft Travel Plan



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## **Travel Plan (2013 -17)**

### **What is a Travel Plan**

A travel plan is a package of measures produced by employers to encourage staff to travel sustainably by seeking to maximise access to a site by use of alternative modes of transport.

A Travel Plan is site and organisation specific and includes both physical and behavioural measures designed to give travellers more choice and reduce reliance on the car with particular interest in reducing single occupancy vehicles. A travel plan is not meant to demonise or victimise car users but simply offers members of staff information on alternative means of getting to work with a view to attaining incremental gains in those getting to work via alternative means.

Typically, the plan will include initiatives such as car sharing, discounted public transport tickets, cycle parking or personalised journey plans.

### **Benefits of a Travel plan**

A travel plan offers positive benefits to the organisation<sup>1</sup> and its employees as well as the local community and natural environment. Some of the benefits derived from a travel plan include;

- Improved environmental credentials for the organisation
- Reduce local parking problems.
- Offer employees the chance to reduce the need to travel by working from home.
- Raise awareness of the negative impacts of some travel choices and highlighting the benefits of choosing suitable alternatives.
- Minimise the impact of cars on the environment e.g. improving local air quality by reducing harmful emissions from too many cars on the road.
- Improve employees' health through either walking or cycling to work resulting in low levels of absence due to sickness
- Reduce the impact of stress caused by excessive rush hour congestion delays.
- Generally improving travel times for all users due to less cars on the road.

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<sup>1</sup> This Travel Plan is specific to Gedling Borough Council but we are aware that some of our proposals have wider reaching consequences and affect members of our partner agencies as well as members of the public who visit Arnot Hill Park for business or leisure purposes. To a smaller extent some of the proposals might have knock on benefits in the locality immediately outside Arnot Hill Park such as the reduction of on-street parking by employees along Nottingham and Arnot Hill Roads.

- Reduce unnecessary business travel as employees turn to other means of conducting business such as video and tele-conferencing.
- A happier and more motivated workforce

## **Gedling Borough**

The borough of Gedling is home to almost 112,000 people and covers an area of 46.3 sq. Miles. Attractions within the borough include a wide variety of shopping facilities and a growing restaurant scene, in addition to attractive parks, open countryside and a range of leisure facilities for those who enjoy an active lifestyle.

The borough is near to the A1 and M1, while mainline rail services and national bus routes are available in nearby Nottingham. An extensive network of bus routes covers the greater Nottingham area of which a large part of the borough's population resides in. There are also local railway stations within the borough at Gedling, Carlton and Netherfield.

## **Gedling Borough Council**

Council offices are situated at Arnot Hill Park in Arnold. Arnold is within the greater Nottingham conurbation. The main offices are at the Civic Centre, Jubilee House and Arnot Hill House, all located in Arnot Hill Park. There is a good bus service that passes by Arnot Hill Park with a bus on average every 10 minutes. There are 5 staff car parks on site and 1 public car park which offers free parking for the first 2 hours. However not all staff members have access to a parking permit.

There's an electric vehicle charging point at Jubilee House which was installed in May 2013 to service the Council's electric van.

The Council employs about 500 employees, the majority of which are based at or operate out of Arnot Hill Park.

## **Council Services**

Gedling is a borough within Nottinghamshire which means Gedling Borough Council and Nottinghamshire County Council share a range of services. A brief range of services include:

### **Gedling**

- Car Parks
- Council Tax & Business Rates
- Electoral Registration
- Environmental Services
- Housing Services
- Leisure Centres

- Parks & Open Spaces
- Planning
- Waste & Recycling Collection
- Street Cleaning
- Taxi Licensing

### **Nottinghamshire County**

- Births, Marriages and Deaths Registration
- Fire and Rescue Services
- Highways
- Libraries
- Schools & Education
- Social Care Services
- Trading Standards
- Waste Disposal
- Youth Services

### **Travel Plan Goal**

This travel plan falls under the Council's Sustainability Strategy 2013-17 which sets out the Council's ambitions to reduce emission levels. Sustainable transport is a key component of the Strategy and this strategy is important in our attempt to reduce transport related emissions.

Overall, the strategy aims ***to reduce the borough's carbon footprint by 5% below 2010 levels by 2017.***

More specifically the strategy aims ***to promote a shift to a more sustainable mode of public and private transport system.*** This travel plan is one of many steps the Council is taking in order to achieve this aim.

### **Objectives of the Travel Plan**

- To reduce transport-related emissions by promoting travel initiatives through behavioural change campaigns.
- To promote other transport means of getting to and from work to staff members.
- To reduce single occupancy vehicles for staff members coming to and from Arnot Hill Park.
- To promote the use of public transport for business related journeys and where possible to encourage walking or cycling for meetings within reasonable distance.
- To continue to promote the Council's pool bikes to members of staff.
- To promote more sustainable ways of working where practically possible to do so.

## **Key Outcomes**

At the end of 2017, the Council hopes to have achieved the following;

1. Reduced Council emissions due to staff travel.
2. Raised awareness among staff members of sustainable transport options available to them.
3. Reduced single occupancy vehicles from 66% to 50%.
4. Increased the number of staff cycling to work from 2% to 10%.
5. Increased bus users from 7% to 15%.
6. Increased number of staff members walking to work from 27% to 30%.

## **Travel Survey – Key Findings and Proposals**

A travel survey carried out in Dec 2012 produced the following results;

### **Employee Profile**

- Participants approximately 50:50 male: female split
- 64:36 full time: part time split
- 59% would consider working from home
- 92% are office based
- 64% are not aware of any travel plan that the Council has/has ever had
- 31% are either essential car users or do the school run therefore cannot practically consider alternative travel methods

### **Recommendation**

This presents an opportunity to promote better travel planning to mostly young and healthy regular workers, 69% of whom have no obvious barriers to considering alternative means of getting to work.

### **Current Habits (travel to work)**

- 66% drive alone
- 27% walk (as a 1<sup>st</sup> or 2<sup>nd</sup> choice)
- 2% cycle (15% listed cycling as a second choice)
- 7% use the bus (28% use it as a second choice)
- Almost 40% travel less than 15 minutes to work

## Recommendations

These figures show there is an opportunity to promote car sharing, cycling and public transport.

1. More than a quarter of the workforce lives within walking distance so **more and constant promotion of the benefits of walking should be sustained**. If the right messages are put across it is possible to increase this figure to 30% by the end of this travel planning period.
2. In order to increase from 2%, the number of cyclists to at least 10% and to turn the 'second choice' cyclists into first choice by 2017 more support needs to be available to those who wish to cycle as follows,
  - a. **Improve shower and changing facilities**.
  - b. **Continue with the cycle to work scheme offering** staff members an opportunity to lease a bike through the monthly salary sacrifice scheme, deducted from gross pay. This option is the cheapest and easiest way for employees to afford decent bikes and safety equipment at costs lower than open market value.
  - c. **Continue with the cycle mileage scheme** allowing staff members to claim mileage on business journeys they make on their bicycle.

## Primary Motivators (for using the car)

- 31% are essential car users or do the school run so have no viable option
- 22% said the car is the most convenient
- 28% believe it's cheaper and there is no alternative

## Recommendations

There is limited opportunity to influence those that use their cars for work purposes. The same goes for drivers who do the school run as they would struggle to use public transport to drop the kids at school and then make it to work in good time.

However the 28% who stated that the car is cheaper, more convenient and there's no alternative can be educated about costs and viable alternative methods of travel.

- a. A great *opportunity exists to promote car sharing*. More awareness raising around car sharing schemes in the region such as the Nottingham car share scheme is required and signposting staff members to [www.nottinghamshare.com](http://www.nottinghamshare.com) website to safely search for car share partners.
- b. *The Council should seek to limit and not increase the number of car parking bays in all the car parks* in order to restrict the number of cars driven into Arnot Hill Park.

#### Q4. Effecting Change (cycling/walking)

- 69% respondents said they would **NOT** be influenced by
  - Better routes/lighting
  - Cycle parking
  - Cost of bike
  - Training
  - Free incentives
  - Information
- 31 % would be influenced by availability of convenient and up to date changing facilities.

#### Recommendations

- a. *Main opportunity is to access grants for shower facilities supported by cycle mileage.*
- b. Whilst walking and cycling to work are highly desirable from a fitness and sustainability point of view, it has to be accepted that they are not for everyone. This is evidenced by nearly 70% saying they would not be influenced by any measures available. However, *constant reminders about alternative travel methods* should be given to help change people's attitudes and behaviour.
- c. An *opportunity exists to 'convert' the 31% into committed walkers/cyclists by offering convenient and modern changing facilities*. Many are put off by having to use toilets for changing and a high proportion eventually end up giving up altogether so it is of paramount importance to work this opportunity.

- d. Consideration should be given to *improving the security of existing cycle parking facilities*. Some employees fear their bikes will get stolen so end up parking their bikes in the Civic centre in stairways. Improving existing facilities so that they are lockable can go a long way in encouraging employees to bring in their bicycles

#### Q5. Effecting Change (public transport)

- Those who would/might change behaviour
  - 54% if they get discounted tickets
  - 55% if
    - § Routes are improved
    - § Bus frequency increases
    - § Availability of more convenient stops
- However 68% said they will **NOT** be influenced by better information

#### Recommendations

- a. Availability of discounted tickets would see 54% using public transport. This is a very significant number therefore requires concerted efforts by the Council to enquire with public transport operators about how best they can offer discounted tickets. *An opportunity therefore is available to investigate operating a salary sacrifice scheme that offers savings for employees through monthly deductions from their salaries before tax.*
- b. Another *opportunity exists for the newly appointed Smarter Travel Coordinator to offer route planning advice to employees to help them make informed decisions.*

#### Q6. Effecting Change (car chare)

- Almost 75% park at work
- 11% share with others
- 35% would consider sharing
- Almost 50% would be influenced by free taxi or work-pattern related sharing

## Recommendations

75% of office based employees park at work. This is a very high figure which should not be allowed to increase.

- a. In order to avoid an increase in the number of vehicles that are parked on-site, there ***the Council should not create new parking bays, should the need arise but manage the existing ones more effectively.***
- b. In order to capture the 35% who would consider car sharing, ***the Council needs to promote the benefits of car sharing and also offer incentives for employees who car share.*** This can include a dedicated page on the intranet that links to local and regional car sharing scheme such as the nottinghamshare and carshare2derby schemes.

## Q7. Business Travel

- 10% travel less than 1mile
  - § 9% of these walk
- 59% travel over 5miles for meeting
  - § 64% of these drive
  - § 36% use public transport

Business travel accounts for a considerable share of expenses that the Council meets annually in mileage related claims. This is an area in which a lot can be done to reduce the costs associated with travelling for work.

- a. 10% of employees travel less than a mile for meetings. It is entirely possible to avoid using cars for such journeys. Opportunities exists to
  - i. ***Encourage employees to walk such journeys and educate them on the health benefits of walking whenever possible.***
  - ii. The Council currently has 4 pool bikes (2 each at the Civic Centre and Jubilee House). ***The availability of these for short business trips has been publicised and promotion of these for use by employees should continue.***
- b. ***Encourage the use of public transport for meetings especially in Nottingham*** as driving into the city centre not only compounds the congestion problem but also comes with the added expense of car parking charges.



- c. **Encourage employees catching the train for meetings to use public transport** to get to the train station instead of driving and parking their cars for the whole day at the station incurring further parking expenses.
- d. For longer journeys, where it is more practical to drive, **opportunities exist to promote car sharing** for business trips with fellow Gedling employees or others from the local area attending the same meetings.
- e. An opportunity exists to **encourage and promote where possible web/video/telephone conference communications** instead of travelling.

## The Way Forward

The key recommendations going forward centre around the Council doing the following;

- √ Promotion of the main aims of the corporate Travel Plan
  - This is important in order to accord the Travel Plan a high level of 'visibility' within the Council's many plans.
- √ Promotion of cheaper alternatives such as employee season tickets
  - Alternative travel methods are only acceptable to employees if they offer a financial incentive therefore it is important for the Council to keep looking out for schemes that can financially attract employees so they opt out of the car.
- √ Promotion of public transport through publicity of travel planning tools such as the Big Wheel's online journey planner or bus maps/timetables in canteen or reception areas.
  - The Council's intranet is a useful tool that can be used to effectively promote smarter travel schemes and canteen and breakout areas useful for displaying pamphlets and other informative materials.
- √ Promotion of car share for the large number of sole occupancy drivers
  - Car sharing has great potential for reducing the number of vehicles coming into Arnot Hill Park. A concerted publicity campaign is required to get employees to start thinking about sharing car journeys to work.
- √ Pursuing grant opportunities for small scale infrastructure to support cycling, combined with cycle training offer for employees

- Cycling has great potential for employees as many live within cycling distance of Arnot Hill Park. Supporting infrastructure such as secure storage facilities and modern shower and changing facilities are important in persuading employees to cycle to work.
  - Opportunities for accessing any cycling related grants should continually be pursued.
  - Council pool bikes should be actively promoted for short business trips as this has health and environmental benefits and sends out a positive message to the public.
- ∇ Promotion of new flexible ways of working including encouraging tele/web/video conferencing
- Web and telephone based conferencing is a good way of reducing the costs that the council has to bear for business mileage claims as well as bus and train tickets and accommodation in some cases.



## **Report to Joint Consultative and Safety Committee**

**Subject:       Sickness Absence: summary of current trends**

**Date:           26 November 2013**

**Author:        Service Manager; Organisational Development**

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

This is an information item to inform the Committee of the current levels of sickness absence in the organisation and to examine trends. Relevant data is shown at Appendix 1; officers will present a verbal report on the context of this data.

As part of the introduction of this item, officers will also highlight to the Committee through verbal report, any matters of particular current interest in respect to absence management.

### **2. Summary of key data**

Of particular interest to the committee may be that:

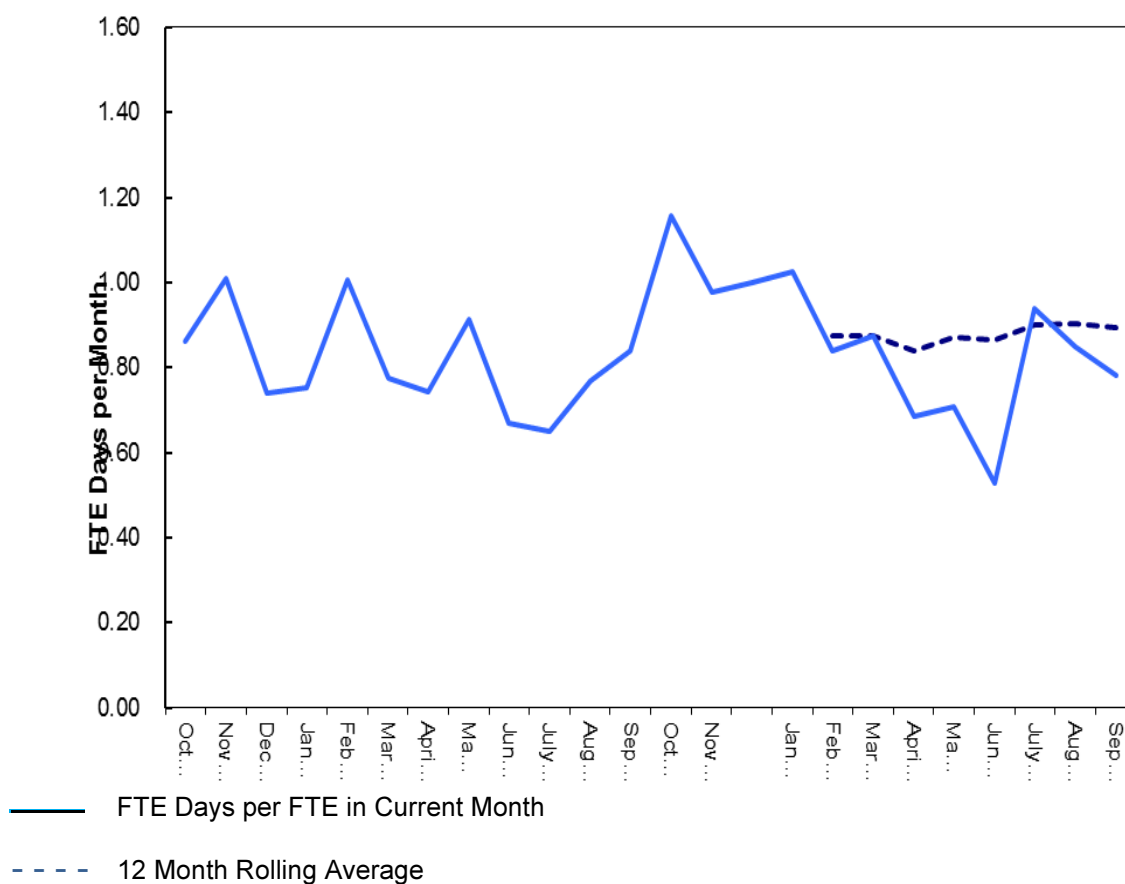
- The summary of trends graph shows that after its peak in July, absence has continued to decrease again with about a 7% decrease between this month's absence (September 2013) and both the level last month and when compared against the same month last year.
- The target for this financial year is ten working days lost against an actual of 10.72 achieved.
- The "year to date" table shows that average absence levels generally seem to be within target although, in particular, there are three large service areas (a team size of 20+) where absence levels are very high.
- Measures that are currently being taken to combat this increase include:
  - A number of "long term" cases have now been resolved either through dismissal or return to work, however, long-term absence still accounts for a high proportion of absence in a number of teams.
  - The suite of training workshops previously reported at this committee has now been commissioned by the PaSC and Waste Management Services and delivery has commenced. This is being delivered by the Organisational Development team and centres on effective communication and management of absence and conduct.
  - Further information/ advice sessions to help employees with "personal resilience" are under consideration.

- The “current month” data shows a mix of increase and decrease when compared to the previous month. Services with the highest rate of increase are Waste Services, Planning and Customer Services and IT. There are some large teams such as PaSC where there is a notable drop in the rate of sickness absence.

### **3. Recommendation**

The Committee is asked to note this report.

## Summary of trends graph; year to date at September 2013



Month	Total Absence (%)	No of FTE Staff	12 Month Average (%)	FTE Days per FTE in Current Month	FTE Days per FTE 12 Month Average	FTE Days per FTE Per Month Average
Oct 11	4.10	423.31	4.25	0.86	10.87	0.91
Nov 11	4.59	420.72	4.27	1.01	10.86	0.91
Dec 11	3.90	420.61	4.16	0.74	10.58	0.88
Jan 12	3.59	416.28	4.03	0.75	10.11	0.84
Feb 12	4.80	419.94	4.08	1.01	10.18	0.85
March 12	3.53	428.12	4.01	0.78	9.92	0.83
April 12	3.91	417.26	3.97	0.74	9.99	0.83
May 12	4.16	417.75	4.05	0.91	10.25	0.85
June 12	3.53	417.10	4.01	0.67	9.92	0.83
July 12	2.96	415.08	3.91	0.65	9.82	0.82
August 12	3.50	420.21	3.85	0.77	9.75	0.81
Sept 12	4.21	411.60	3.90	0.84	9.85	0.82
Oct 12	5.03	412.81	3.98	1.16	10.15	0.85
Nov 12	4.44	415.81	3.96	0.98	10.04	0.84
Dec 12	5.88	417.07	4.13	1.00	10.44	0.87
Jan 13	4.66	417.10	4.22	1.03	10.65	0.89
Feb 13	4.19	417.79	4.17	0.84	10.49	0.87
March 13	4.60	417.79	4.26	0.87	10.49	0.87
April 13	3.27	412.27	4.20	0.69	10.06	0.84
May 13	3.37	409.62	4.14	0.71	10.46	0.87
June 13	2.64	408.54	4.06	0.53	10.38	0.87
July 13	4.08	405.04	4.16	0.94	10.79	0.90
August 13	4.05	404.46	4.20	0.85	10.83	0.90
Sept 13	3.72	401.87	4.16	0.78	10.72	0.89

## Year to date absence data, by service area with six month trend

### YEAR TO SEPTEMBER 2013

Service	Section	Fte At Start	Fte At End	Average Fte	No Emps Sick FTE	FTE Days Lost	FTE Days Lost per FTE
Chief Executive		3.61	5.00	4.30	3.39	6.75	1.57
<b>Service Total:</b>		<b>3.61</b>	<b>5.00</b>	<b>4.30</b>	<b>3.39</b>	<b>6.75</b>	<b>1.57</b>
Corporate Directorate (A)	Communications	4.00	4.91	4.45	2.09	12.87	2.89
	Elections and Members' Services	6.50	6.00	6.25	3.50	35.00	5.60
	Organisational Development	9.11	8.73	8.92	3.81	243.24	27.27
		1.00	1.00	1.00	1.00	2.00	2.00
<b>Service Total:</b>		<b>20.61</b>	<b>20.64</b>	<b>20.62</b>	<b>10.41</b>	<b>293.11</b>	<b>14.21</b>
Corporate Directorate (B)	Audit and Risk Management	4.36	4.36	4.36	2.00	6.50	1.49
	Customer Services and IT	36.18	35.02	35.60	25.68	422.50	11.87
	Financial Services	16.80	16.49	16.64	7.08	46.65	2.80
	Revenues Services	40.72	37.11	38.92	29.46	215.32	5.53
		1.00	1.00	1.00	1.00	1.01	1.01
<b>Service Total:</b>		<b>99.06</b>	<b>93.99</b>	<b>96.53</b>	<b>65.22</b>	<b>691.98</b>	<b>7.17</b>
Corporate Directorate (C)	Housing and Localities	12.42	11.42	11.92	5.11	28.23	2.37
	Leisure and Culture	89.79	81.40	85.60	55.36	779.59	9.11
	Planning and Economic Development	28.81	25.84	27.32	18.45	182.75	6.69
		1.00	1.00	1.00	0.00		0.00
<b>Service Total:</b>		<b>132.02</b>	<b>119.66</b>	<b>125.84</b>	<b>78.91</b>	<b>990.57</b>	<b>7.87</b>
Corporate Directorate (D)	Asset Management	14.99	22.72	18.86	9.75	72.93	3.87
	Parks and Street Care	47.89	46.89	47.39	27.00	739.00	15.59
	Public Protection	26.23	27.42	26.82	11.39	142.16	5.30
	Waste Operations	62.00	57.50	59.75	35.28	1359.40	22.75
		1.00	1.00	1.00	0.00		0.00
<b>Service Total:</b>		<b>152.11</b>	<b>155.53</b>	<b>153.82</b>	<b>83.43</b>	<b>2313.49</b>	<b>15.04</b>
Legal Services	Legal Services	5.50	6.50	6.00	1.50	67.30	11.22
		0.00	0.00	0.00	0.00		0.00
<b>Service Total:</b>		<b>5.50</b>	<b>6.50</b>	<b>6.00</b>	<b>1.50</b>	<b>67.30</b>	<b>11.22</b>
<b>Grand Total:</b>		<b>412.92</b>	<b>401.32</b>	<b>407.12</b>	<b>242.86</b>	<b>4363.20</b>	<b>10.72</b>

### Year to date trend

Absence as %	Days lost 1 month ago	Days lost 2 months ago	Days lost 3 months ago	Days lost 4 months ago	Days lost 5 months ago	Days lost 6 months ago
0.63%	1.27	1.35	1.10	1.10	0.91	0.32
0.63%	<b>1.27</b>	<b>1.35</b>	<b>1.10</b>	<b>1.10</b>	<b>0.91</b>	<b>0.32</b>
1.16%	2.89	2.53	3.27	1.08	1.08	0.57
2.24%	6.09	2.33	4.52	4.70	5.14	4.15
10.91%	24.15	22.79	19.52	17.37	15.12	12.87
0.80%	2.00	2.00	2.00	2.00	2.00	0.00
5.69%	<b>13.36</b>	<b>11.05</b>	<b>10.82</b>	<b>9.31</b>	<b>8.51</b>	<b>6.80</b>
0.60%	1.49	0.69	0.69	0.69	0.69	0.69
4.75%	11.28	11.00	10.23	11.24	11.77	11.54
1.12%	2.80	3.22	4.19	6.24	7.11	7.99
2.21%	5.98	6.18	6.23	6.14	6.05	6.46
0.41%	1.01	1.01	0.00	0.00	0.00	0.00
2.87%	<b>7.11</b>	<b>7.13</b>	<b>7.01</b>	<b>7.59</b>	<b>7.89</b>	<b>8.21</b>
0.95%	2.59	2.47	2.55	2.50	1.50	1.32
3.64%	8.99	8.98	8.37	8.36	8.29	8.11
2.68%	5.98	6.24	6.06	6.14	6.80	6.99
0.00%	0.00	0.00	0.00	0.00	0.00	0.00
3.15%	<b>7.70</b>	<b>7.71</b>	<b>7.30</b>	<b>7.29</b>	<b>7.31</b>	<b>7.14</b>
1.55%	3.55	2.69	2.71	2.63	2.44	2.13
6.24%	16.92	17.34	16.84	16.44	16.94	17.10
2.12%	5.40	5.33	4.40	3.99	3.99	3.96
9.10%	23.21	24.45	22.83	23.30	23.60	23.90
0.00%	0.00	0.00	0.00	0.00	0.00	0.00
6.02%	<b>15.67</b>	<b>15.64</b>	<b>15.24</b>	<b>15.26</b>	<b>15.54</b>	<b>15.32</b>
4.49%	11.71	10.81	10.81	10.81	10.81	13.59
0.00%	0.00	0.00	0.00	0.00	0.00	0.00
4.49%	<b>11.71</b>	<b>10.81</b>	<b>10.81</b>	<b>10.81</b>	<b>10.81</b>	<b>13.59</b>
4.29%	<b>10.83</b>	<b>10.79</b>	<b>10.38</b>	<b>10.46</b>	<b>10.60</b>	<b>10.49</b>

## Current month's absence data, by service area with six month trend

Days lost per FTE employee; current month: September 2013

Service	Section	Fte At Start	Fte At End	Average Fte	No Emps Sick FTE	FTE Days Lost	FTE Days Lost per FTE
Chief Executive		5.00	5.00	5.00	0.00		0.00
<b>Service Total:</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>		<b>0.00</b>
Corporate Directorate (A)	Communications	4.91	4.91	4.91	0.00		0.00
	Elections and Members' Services	6.00	6.00	6.00	0.00		0.00
	Organisational Development	8.73	8.73	8.73	2.00	20.03	2.29
		1.00	1.00	1.00	0.00		0.00
<b>Service Total:</b>		<b>20.64</b>	<b>20.64</b>	<b>20.64</b>	<b>2.00</b>	<b>20.03</b>	<b>0.97</b>
Corporate Directorate (B)	Audit and Risk Management	4.36	4.36	4.36	0.00		0.00
	Customer Services and IT	35.02	35.02	35.02	5.38	41.80	1.19
	Financial Services	16.49	16.49	16.49	0.00		0.00
	Revenues Services	37.15	37.11	37.13	5.11	17.51	0.47
		1.00	1.00	1.00	0.00		0.00
<b>Service Total:</b>		<b>94.03</b>	<b>93.99</b>	<b>94.01</b>	<b>10.49</b>	<b>59.31</b>	<b>0.63</b>
Corporate Directorate (C)	Housing and Localities	11.42	11.42	11.42	0.00		0.00
	Leisure and Culture	81.07	81.40	81.24	8.22	47.49	0.58
	Planning and Economic Development	26.23	25.84	26.03	5.43	18.16	0.70
		1.00	1.00	1.00	0.00		0.00
<b>Service Total:</b>		<b>119.72</b>	<b>119.66</b>	<b>119.69</b>	<b>13.65</b>	<b>65.66</b>	<b>0.55</b>
Corporate Directorate (D)	Asset Management	22.72	22.72	22.72	0.54	5.95	0.26
	Parks and Street Care	47.89	46.89	47.39	5.00	58.00	1.22
	Public Protection	27.42	27.42	27.42	0.00		0.00
	Waste Operations	57.50	57.50	57.50	9.47	105.27	1.83
		1.00	1.00	1.00	0.00		0.00
<b>Service Total:</b>		<b>156.53</b>	<b>155.53</b>	<b>156.03</b>	<b>15.01</b>	<b>169.21</b>	<b>1.08</b>
Legal Services	Legal Services	6.50	6.50	6.50	0.00		0.00
		0.00	0.00	0.00	0.00		0.00
<b>Service Total:</b>		<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>0.00</b>		<b>0.00</b>
<b>Grand Total:</b>		<b>402.42</b>	<b>401.32</b>	<b>401.87</b>	<b>41.15</b>	<b>314.21</b>	<b>0.78</b>

Current month trend

Current month as %	Days lost 1 month ago	Days lost 2 months ago	Days lost 3 months ago	Days lost 4 months ago	Days lost 5 months ago	Days lost 6 months ago
0.00%	0.00	0.20	0.00	0.19	0.32	0.00
0.00%	0.00	0.20	0.00	0.19	0.32	0.00
0.00%	0.00	0.00	1.76	0.00	0.00	0.00
0.00%	3.50	0.50	0.00	0.00	0.00	0.38
10.92%	2.35	2.58	2.20	2.31	2.42	2.20
0.00%	0.00	0.00	0.00	0.00	2.00	0.00
4.62%	2.01	1.24	1.37	0.97	1.11	1.04
0.00%	0.80	0.00	0.00	0.00	0.00	0.00
5.68%	0.65	0.92	0.45	0.71	1.21	1.72
0.00%	0.00	0.00	0.00	0.13	0.04	0.13
2.25%	0.61	0.08	0.26	0.27	0.14	0.76
0.00%	0.00	1.01	0.00	0.00	0.00	0.00
3.00%	0.52	0.38	0.27	0.38	0.49	0.95
0.00%	0.00	0.35	0.26	0.96	0.00	0.40
2.78%	0.73	0.95	0.67	0.64	0.53	0.77
3.32%	0.16	0.39	0.11	0.05	0.04	0.50
0.00%	0.00	0.00	0.00	0.00	0.00	0.00
2.61%	0.54	0.77	0.51	0.54	0.37	0.67
1.25%	0.26	0.44	0.20	0.69	0.04	0.00
5.83%	1.79	1.83	0.63	0.62	0.80	0.72
0.00%	0.29	1.10	0.40	0.00	0.07	0.46
8.72%	1.54	1.65	0.89	2.00	1.99	1.73
0.00%	0.00	0.00	0.00	0.00	0.00	0.00
5.16%	1.20	1.42	0.62	1.04	1.02	0.96
0.00%	0.00	0.00	0.00	0.00	0.42	1.89
0.00%	0.00	0.00	0.00	0.00	0.00	0.00
0.00%	0.00	0.00	0.00	0.00	0.42	1.89
3.72%	0.85	0.94	0.53	0.71	0.69	0.87

## Long term (20 days+ in month)/ short term sickness analysis for September 2013

Head of Service	Section	No Occurrences Long Term	Total No Occurrences Absent	Long Term FTE Days Lost	Total FTE Days Lost	Long Term as a % of Days Lost	Long Term as a % of Occurrences
Corporate Directorate (A)	Communications	0	1	0.00	0.99	0.00%	0.00%
	Organisational Development	1	2	17.03	19.96	85.30%	50.00%
Head of Service Total:		1	3	17.03	20.95	81.28%	33.33%
Corporate Directorate (B)	Customer Services and IT	0	9	0.00	40.59	0.00%	0.00%
	Revenues Services	0	6	0.00	17.16	0.00%	0.00%
Head of Service Total:		0	15	0.00	57.75	0.00%	0.00%
Corporate Directorate (C)	Leisure and Culture	1	19	14.61	57.29	25.51%	5.26%
	Planning and Economic Development	0	6	0.00	17.82	0.00%	0.00%
Head of Service Total:		1	25	14.61	75.10	19.46%	4.00%
Corporate Directorate (D)	Asset Management	1	2	5.68	5.95	95.45%	50.00%
	Parks and Street Care	2	5	41.09	56.75	72.41%	40.00%
	Waste Operations	1	13	20.55	102.50	20.04%	7.69%
Head of Service Total:		4	20	67.31	165.19	40.75%	20.00%
Grand Total:		6	63	98.96	318.99	31.02%	9.52%





## **Report to Joint Consultative and Safety Committee**

**Subject:** Minor changes to Establishment agreed by Chair and trade unions outside formal full JCSC process.

**Date:** 26 November 2013

**Author:** Service Manager; Organisational Development

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

This is an information item highlighting to the Committee, any minor changes to Establishment agreed by Chair and trade unions outside formal full JCSC process. Such minor changes will not have wide organisational impact and will be authorised for implementation by the Chief Executive under delegated powers.

It is important to note that prior to the minor changes being implemented, trade unions will still need to be consulted locally. Should there ever be concerns raised during this consultation about any proposal made, the matter would be taken out of this "shortened process" and placed before the Joint Consultative Committee for full consideration.

### **2. Summary of case**

The following is a summary of the case that has been considered appropriate for management outside the full JCSC process:

#### **Audit and Risk Management**

Senior Leadership Team have reviewed a recommendation made by the Service Manager- Audit and Risk Management to fill the post of Health and Safety Officer, due to be vacated from 1 January 2014 following the retirement of the current post holder. The proposal is, in effect, to convert the post from 30 hours per week to full-time (37 hours) and to reduce the grade of the job from Band 11 to and 8 with more strategic functions including ultimate responsibility for policy formulation being undertaken by the Service Manager. The proposal is to fill the post through internal advertisement which, if successful, should allow opportunity for other structural review elsewhere in the council, should it be necessary.

No posts proposed for deletion will be occupied. The Chief Executive will have delegated powers to authorise the staffing changes proposed. Trade unions are supportive of this proposal and there are no adverse effects to current employees contained in the staffing report.

### **3. Recommendation**

The Committee is asked to note this report.

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