

## Employment and Appeals Committee

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Meeting Venue  
**Committee Room A - County Hall,  
Llandrindod Wells, Powys**

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Meeting date  
**Friday, 25 October 2019**

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Meeting time  
**10.00 am**

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County Hall  
Llandrindod Wells  
Powys  
LD1 5LG

For further information please contact  
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18 October 2019

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Mae croeso i chi siarad yn Gymraeg neu yn Saesneg yn y cyfarfod.  
Rhowch wybod pa iaith rydych am ei defnyddio erbyn hanner dydd, ddau ddiwrnod  
gwaith cyn y cyfarfod.  
You are welcome to speak Welsh or English in the meeting.  
Please inform us of which language you wish to use by noon, two working days  
before the meeting.

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### AGENDA

1.	<b>APOLOGIES</b>
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To receive apologies for absence.

2.	<b>MINUTES</b>
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To authorise the Chair to sign the minutes of the last meeting held on 17<sup>th</sup> July 2019  
as a correct record.

(Pages 3 - 6)

3.	<b>DECLARATIONS OF INTEREST</b>
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To receive any declarations of interest from Members relating to items to be  
considered on the agenda.

4.	<b>SICKNESS ABSENCE UPDATE</b>
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To receive and consider a report on sickness levels.

(Pages 7 - 12)

<b>5.</b>	<b>OVERVIEW OF THE WOD INTEGRATED BUSINESS PLAN</b>
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To receive an oral report from the Head of Workforce and Organisational Development.

<b>6.</b>	<b>WORKFORCE STRATEGY</b>
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To receive and consider a report by the Head of Workforce and Organisational Development.

(To Follow)

<b>7.</b>	<b>EMPLOYMENT LAW UPDATE</b>
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To receive an update on employment law.

(To Follow)

<b>8.</b>	<b>EMPLOYMENT POLICY UPDATE</b>
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To receive an oral update on employment policy from the Employment Policy & Service Development Business Partner.

**MINUTES OF A MEETING OF THE EMPLOYMENT AND APPEALS COMMITTEE  
HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS,  
POWYS ON WEDNESDAY, 17 JULY 2019**

**PRESENT**

County Councillor J M Williams (Chair)

County Councillors G Breeze, D R Jones, F H Jump, P E Lewis, P C Pritchard,  
K M Roberts-Jones, L Roberts and J Williams

<b>1.</b>	<b>APOLOGIES</b>
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Apologies for absence were received from County Councillors N Morrison and G W Ratcliffe.

<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>
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There were no declarations of interest reported.

<b>3.</b>	<b>MINUTES</b>
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The Chair was authorised to sign the minutes of the meetings held on 5<sup>th</sup> October 2018, 5<sup>th</sup> November 2018 and 16<sup>th</sup> May 2019 as correct records.

<b>4.</b>	<b>SUB-COMMITTEE MINUTES</b>
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The Chair was authorised to sign the minutes of the following Sub-Committees as correct records:

21st November 2018	Shortlisting Sub-Committee
11th December 2018	Appointments Sub-Committee
10th January 2019	Shortlisting Sub-Committee
14th January 2019	Shortlisting Sub-Committee
15th January 2019	Shortlisting Sub-Committee
21st January 2019	Shortlisting Sub-Committee
4th February 2019	Appointments Sub-Committee
5th February 2019	Appointments Sub-Committee
6th February 2019	Appointments Sub-Committee
3rd April 2019	Shortlisting Sub-Committee
15th April 2019	Appointments Sub-Committee

<b>5.</b>	<b>ASPIRATIONS FOR THE WORKFORCE</b>
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The Head of Workforce and OD presented his work plan. He explained that for the Council to best deliver its transformation programme it needed to ensure it had highly engaged employees who were clear about how they contribute to the Vision2025, the Council and their service's priorities and plans.

The work plan was based on the following pillars:

- Developing organisational agility
- Developing our approach to leadership and management
- Culture and engagement
- Developing our capability and capacity
- Improving and transforming the Council
- Developing further our health and wellbeing offer

The plan was supported by a Workforce Board comprising representatives from all service areas and the trade unions. In addition, workshops had been held with staff around the county and quarterly staff surveys will help to track staff morale.

Members discussed the role of managers in ensuring that staff were engaged and the Head of Workforce and OD explained that managers would be equipped with the skills to manage staff more effectively and to make better use of performance management. Those who did not will need to be held to account for their performance. Members asked for an update at the next meeting on the percentage of staff appraisals being completed.

<b>6.</b>	<b>SICKNESS ABSENCE UPDATE</b>
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The Committee received details of the sickness absence rates for the Council. The statistics for 2018/19 was 9.16 average days lost per FTE. This was an improvement on the previous year with a reduction of 0.19 days lost per FTE, which represented a 2.03% improvement. Powys had the third lowest sickness absence rate per FTE for the previous financial year and was in the top quartile for the 2 preceding years, when comparing against all other Welsh Local Authorities.

The Committee asked for a further report to the next meeting giving a breakdown of long-term and short-term sickness and identifying any service that needed to be looked at in more detail.

<b>7.</b>	<b>EMPLOYMENT AND CASE LAW UPDATE</b>
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The Professional Lead – Legal gave an update on a number of recent employment law cases.

<b>8.</b>	<b>OCCUPATIONAL HEALTH TENDER</b>
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The Committee was advised that tenders had been invited for the occupational health service for the council. The Head of Workforce and OD also advised that the counselling service for staff will be moving to an employee assistance programme, which will include a staffed 24/7 helpline which acted as a triage service referring staff on for either phone or face to face counselling sessions as

required. He confirmed that the service would be publicised and said he would look into making it available to councillors.

**County Councillor J M Williams (Chair)**

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## Employment and Appeals Committee – 25<sup>th</sup> October 2019

### Sickness Absence Update

#### Introduction

The sickness absence update provided at EAC on 17<sup>th</sup> July 2019 evidenced that Powys County Council had the 3<sup>rd</sup> lowest sickness days lost per full time equivalent (FTE) for 2018/19, when compared to all other Local Authorities, at a rate of 9.16 per FTE. It was also noted that the average sickness absence days lost per FTE from 2017/18 to 2018/19 had increased across Wales, whereas PCC evidenced a decrease.

The update also summarised the work carried out to help increase attendance and employee wellbeing. Successful achievements have been the launch of a new Employee Assistance Programme along with the appointment of HR Case Workers who have been proactive in reducing long-term sickness cases through supporting employees in returning to work.

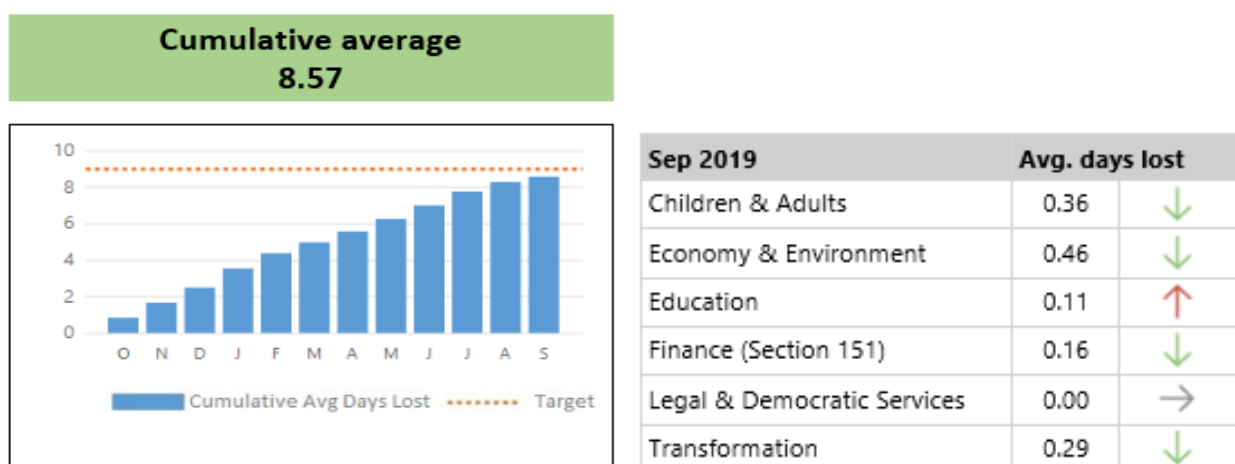
Committee asked for further detail on monitoring sickness stats within the council through the year, and also specifically requested data on short and long-term absences, which will be provided in this update report.

The sickness data provided in this report has been extracted from the Powys Insight Centre dashboards on 16<sup>th</sup> October 2019.

#### Annual Sickness Absence Data

For the 12-month period ending 30<sup>th</sup> September 2019, the Councils cumulative sickness days lost per FTE is 8.57, which again continues the trend identified in the previous report where absence rates are continuing to reduce.

The graphics below illustrate the cumulative average days lost per FTE for the 12 month period, as well as the average days lost per FTE per Directorate for September 2019.



## Quarterly Sickness Data Analysis

The sickness days lost per FTE for the current year April to September 2019 is a cumulative total of 3.99, which as the table below illustrates, is a 4.7% improvement from the same period in 2018, where a cumulative total of 4.18 sickness days were lost per FTE.

2018/19		2019/20	
Month	Average Days Lost Per FTE	Month	Average Days Lost Per FTE
Apr-18	0.75550	Apr-19	0.55333
May-18	0.79262	May-19	0.71454
Jun-18	0.72495	Jun-19	0.74785
Jul-18	0.68965	Jul-19	0.69251
Aug-18	0.56239	Aug-19	0.54205
Sep-18	0.65852	Sep-19	0.74263
<b>Cumulative Total</b>	<b>4.18363</b>	<b>Cumulative Total</b>	<b>3.99291</b>

## Short-Term and Long-Term Sickness

Short-term sickness is defined as any absence less than 28 calendar days, whereas a long-term absence is an absence equal to or greater than 28 calendar days.

The following data has been taken from the Powys Insight Centre dashboards, and provide the number of absences recorded against short-term and long-term absences:

### 2018/19 – Absences Recorded

Calendar Days	Q1 April - June	Q2 July - Sept	Q3 Oct - Dec	Q4 Jan - Mar
Short-Term (< 28 days)	1295	1025	1998	2034
Long-Term (>= 28 days)	335	288	302	371
	(154 are over 4 months)	(125 are over 4 months)	(127 are over 4 months)	(143 are over 4 months)

### 2019/20 – Absences Recorded

Calendar Days	Q1 April - June	Q2 July - Sept	Q3 Oct - Dec	Q4 Jan - Mar
Short-Term (< 28 days)	1307	1028	n/a	n/a
Long-Term (>= 28 days)	327	297	n/a	n/a
	(137 are over 4 months)	(105 are over 4 months)	n/a	n/a



Whilst the Q1 and Q2 are comparable for both 2018/19 and 2019/20 in terms of the number of absences recorded, it is worth noting of those absences falling in to the long-term category of calendar days lost, the number that exceed 4 months has reduced by 17 absences (11%) in quarter 1, and 20 absences (16%) in quarter 2 when comparing both years.

It is important to note that individual absences recorded in the tables above can span quarters therefore a cumulative total of the above should not be assessed. This will be looked at in more detail within sections to follow.

### Long-term Sickness by Directorate

The table below illustrates the number of active long-term sickness absences equal to or greater than 28 calendar days, as at the last day of each of the last 3 quarters, including the headcount.

The data set has not gone back further due to the Council reorganisation effective from 1<sup>st</sup> March 2019, therefore the data would not have been accurate for comparative purposes by directorate.

The tables below show an overall decrease in the number of employees on active sickness absence on the respective dates between 31/03/2019 and 30/09/2019, this is mainly due to the significant decrease in the number in the Education Directorate.

Directorate	Active sickness absences equal to or over 28 days			Headcount of employees per Directorate as at 30/09/2019
	31/03/2019	30/06/2019	30/09/2019	
Childrens & Adults	22	25	27	906
Economy & Environment	31	36	41	1428
Education	73	74	47	3102
Finance (Section 151)	2	1	1	136
Legal & Democratic Services	0	0	1	67
Transformation	2	7	6	227
<b>Totals</b>	<b>130</b>	<b>143</b>	<b>123</b>	<b>5866</b>

The table below shows the variance in the number of active sickness absences by Directorate for the periods stated.

Variance in active sickness absences equal to or over 28 days			
Directorate	31/03/2019 to 30/06/2019	30/06/2019 to 30/09/2019	overall 31/03/2019 to 30/09/2019
Childrens & Adults	+3	+2	+5
Economy & Environment	+5	+5	+10
Education	+1	-27	-26
Finance (Section 151)	-1	0	-1
Legal & Democratic Services	0	+1	+1
Transformation	+5	-1	+4
<b>Totals</b>	<b>+13</b>	<b>-20</b>	<b>-7</b>

### Long-term Sickness by Service Area

The tables below further breakdown the Directorates into their respective service areas at each of the last three quarter-end dates, including the headcount as at 30/09/2019.

Directorate	Service	Active sickness absences equal to or over 28 days			Headcount of employees per Directorate as at 30/09/2019
		31/03/2019	30/06/2019	30/09/2019	
Childrens & Adults	Adult Services	17	18	19	564
	Childrens Services	3	5	7	307
	Commissioning (Children & Adults)	1	1	1	38
	Strategic Commissioning	1	1	0	0
Economy & Environment	Highways, Transport & Recycling	15	22	19	545
	Housing and Community Development	15	15	20	740
	Property, Planning and Public Protection	1	0	2	147
Education	Schools	70	72	45	2954
	Schools Service	0	0	1	92
	Youth Services	3	1	1	54
Finance (Section 151)	Commercial Services	0	0	0	
	Finance	0	0	0	
	Income & Awards	2	1	1	67
	Pension Fund	0	0	0	
Legal & Democratic Services	Corporate Legal & Democratic	0	0	1	67
	Members Support	0	0	0	
Transformation	Digital Services	2	4	5	116
	Transformation and Communications Service	0	1	0	41
	Workforce & Organisation Development	0	2	1	69

<b>Totals</b>	<b>130</b>	<b>143</b>	<b>123</b>
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Using the above figures from 30/09/2019, the next table converts this into a percentage of the number of active long-term absentees versus the service headcount.

Directorate	Service	Active sickness absences equal to or over 28 days 30/09/2019	Headcount of employees per Directorate as at 30/09/2019	% of active sickness versus headcount per Service
Childrens & Adults	Adult Services	19	564	3.37%
	Childrens Services	7	307	2.28%
	Commissioning (Children & Adults)	1	38	2.63%
	Strategic Commissioning	0	0	0.00%
Economy & Environment	Highways, Transport & Recycling	19	545	3.49%
	Housing and Community Development	20	740	2.70%
	Property, Planning and Public Protection	2	147	1.36%
Education	Schools	45	2954	1.52%
	Schools Service	1	92	1.09%
	Youth Services	1	54	1.85%
Finance (Section 151)	Commercial Services	0		0.00%
	Finance	0		0.00%
	Income & Awards	1	67	1.49%
	Pension Fund	0		0.00%
Legal & Democratic Services	Corporate Legal & Democratic	1	67	1.49%
	Members Support	0		0.00%
Transformation	Digital Services	5	116	4.31%
	Transformation and Communications Service	0	41	0.00%
	Workforce & Organisation Development	1	69	1.45%
<b>Totals</b>		<b>123</b>	<b>5801</b>	<b>2.12%</b>

The data evidences that 2.12% of the Council's headcount are currently on long-term sickness as at 30/09/2019, with six services exceeding this average.

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