

## Pwyllgor Cyflogaeth ac Apeliadau

---

Man Cyfarfod  
**Ystafell Bwyllgor A - Neuadd y Sir,  
Llandrindod, Powys**

---

Dyddiad y Cyfarfod  
**Dydd Gwener, 1 Rhagfyr 2017**

---

Amser y Cyfarfod  
**10.00 am**

---

I gael rhagor o wybodaeth cysylltwch â  
**Stephen Boyd**  
01597 826374  
steve.boyd@powys.gov.uk



Neuadd Y Sir  
Llandrindod  
Powys  
LD1 5LG

Dyddiad Cyhoeddi

### AGENDA

<b>1.</b>	<b>YMDDIHEURIADAU</b>
-----------	-----------------------

Derbyn ymddiheuriadau am absenoldeb.

<b>2.</b>	<b>DATGANIADAU O DDIDDORDEB</b>
-----------	---------------------------------

Derbyn unrhyw ddatganiadau o fuddiant.

<b>3.</b>	<b>COFNODION</b>
-----------	------------------

Awdurdodi'r Cadeirydd i lofnodi cofnodion y cyfarfod diwethaf a gynhaliwyd ar 21 Medi 2017 fel cofnod cywir.

(Tudalennau 1 - 4)

3.1. **Materion yn codi**

(Tudalennau 5 - 6)

<b>4.</b>	<b>COFNODION IS-BWYLLGORAU</b>
-----------	--------------------------------

Awdurdodi'r Cadeirydd i lofnodi cofnodion cyfarfodydd yr Is-bwyllgorau canlynol fel cofnodion cywir:

Is-bwyllgor Rhestr Fer	25 Hydref 2017
Is-bwyllgor Penodiadau	9 Tachwedd 2017
Is-bwyllgor Rhestr Fer	15 Tachwedd 2017

(Tudalennau 7 - 12)

<b>5.</b>	<b>GWIRIADAU DBS</b>
-----------	----------------------

Derbyn cyflwyniad gan Anne Marie Davies, Arweinydd Proffesiynol Gwasanaethau Busnes.

<b>6.</b>	<b>DATA AM Y GWEITHLU</b>
-----------	---------------------------

Ystyried data ynghylch gweithlu'r Cyngor.  
(Tudalennau 13 - 28)

<b>7.</b>	<b>DATA CYSYLLTIADAU GWEITHWYR</b>
-----------	------------------------------------

Ystyried data ynglyn â chysylltiadau gweithwyr.

<b>8.</b>	<b>CYFWELIADAU YMADAEL</b>
-----------	----------------------------

Trafod cyfweiliadau ymadael.  
(Tudalennau 29 - 34)

<b>9.</b>	<b>GRŴP LLYWIO STRES</b>
-----------	--------------------------

Ystyried cylch gorchwyl y Grwp Llywio Stres.  
(Tudalennau 35 - 38)

<b>10.</b>	<b>DIWEDDARIAD AR GYFRAITH ACHOS CYFLOGAETH</b>
------------	---

Ystyried y diweddariad ar gyfraith achos cyflogaeth.  
(Tudalennau 39 - 42)

**MINUTES OF A MEETING OF THE EMPLOYMENT AND APPEALS COMMITTEE  
HELD AT HWB 1 - COUNTY HALL ON THURSDAY, 21 SEPTEMBER 2017**

PRESENT

County Councillor M Barnes (Chair)

County Councillors G Breeze, F H Jump, DW Meredith, N Morrison, G W Ratcliffe,  
L Roberts and K S Silk

<b>1.</b>	<b>APOLOGIES</b>
-----------	------------------

Apologies for absence were received from County Councillors DR Jones and A Williams who were on other Council business and from County Councillors A Jenner and K Roberts-Jones.

<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>
-----------	---------------------------------

There were no declarations of interest reported.

<b>3.</b>	<b>MINUTES</b>
-----------	----------------

The Chair was authorised to sign the minutes of the meetings held on 16<sup>th</sup> March and 18<sup>th</sup> May 2017 as correct records.

Matters Arising

It had been confirmed that not all Councillors were required to have DBS checks unless they had a specific role such as school governor. It was suggested that Business Services be asked to make a presentation on DBS checks to the next meeting of the Committee.

Psychometric tests had been carried out and feedback would be provided to those members who had undertaken them.

<b>4.</b>	<b>SHORTLISTING SUB-COMMITTEE MINUTES</b>
-----------	---

The Chair was authorised to sign the minutes of the Shortlisting Sub-Committee held on 30<sup>th</sup> June 2017 as a correct record.

<b>5.</b>	<b>EXEMPT ITEMS</b>
-----------	---------------------

**RESOLVED** to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

## **6. WORKFORCE DATA**

The Joint Director Workforce and Organisation Development explained that workforce data was presented monthly to the Chief Executive's Management Team. She would arrange for it to be forwarded monthly to the members of the Employment and Appeals Committee. The committee asked for comparative data from previous years to be included so trends could be tracked.

The Committee was advised that recording of Individual Performance Reviews (IPRs) was now mandatory as Management Team sought to improve the current level of compliance from 62% to 85-90%.

The Committee was also advised that staff turnover was quite high at 13.29%. This was caused in part by the number of staff being transferred to arms-length companies but also was an indicator of an aging workforce. The number of FTE staff had reduced by 117 between the end of June and July 2017 with 59 of these TUPE leavers. The Committee noted that exit interviews were not routinely being carried out and wanted to see this being improved.

The Committee noted that the number of contractors and agency staff being employed was increasing and asked whether any were former Council staff. It was explained that this information was not available because these positions were procured rather than employed but further information would be sought from the Procurement section. A policy on agency staff was being drafted. It was confirmed that there was a prohibition on re-employing former employees for 12 months after they left the Council.

## **7. EMPLOYEE RELATIONS DATA**

The Committee was advised that the number of working days lost to sickness in 2015/16 was 8.35 per employee. This compared to 8.5 in the public sector and 10.18 for Welsh local authorities as a whole. There was a reduction in long term sickness which may correlate to the reduction in the workforce. The Council had a number of mitigation measures in place including occupational health, counselling and managing stress workshops.

The Committee asked for further information on skeletal injuries and accidents which may result in claims against the Council. The Committee also asked about the Council's policy on flu jabs for staff who came into contact with members of the public at risk.

The Joint Director Workforce and Organisation Development confirmed that she had been asked to look into support for staff in Children's Services following the CSSIW inspection. She also agreed to look into the recent transfer of staff from Housing which some members felt may have contributed to stress amongst staff.

The Committee was advised that there were 33 employee relations cases – grievance, disciplinary etc – currently open. This was a reduction on previous years as service managers gained experience and expertise in handling cases informally. The Committee asked for comparative data from previous years and

for details of the time taken to resolve cases. Members also asked for clarification whether staff who were suspended could take sick leave.

Four whistleblowing cases had been investigated following promotion of the Council's whistleblowing policy.

<b>8.</b>	<b>COMMITTEE WORK PROGRAMME</b>
-----------	---------------------------------

There was discussion on the role of the Committee which was governed by the Council's Constitution. It was agreed to put this on the agenda for the next meeting.

**County Councillor M Barnes (Chair)**

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

# 3a

Rachel Jones, from the Council's Health and Safety team, has provided the following information in response to questions raised by members at the last meeting.

## **Skeletal injuries that might result in a claim**

In the 12 months from July 2016 there were 651 incidents reported on the corporate incident reporting system. This includes personal accidents, violent incidents, near miss incidents, vehicle incidents etc, to staff, visitors and pupils. Of these incidents, 44 incidents resulted in musculoskeletal injuries to staff. The breakdown of the causes is as follows:

Slip trip or fall	16
Lifting handling carrying	14
Other	4
Physical assault	4
Struck against something	3
Struck by moving object	1
Fall from height	1
Unknown	1

Of these, any could potentially result in a claim (as could other injury types involving other categories of people affected, e.g. visitors or pupils). In making a claim, the claimant has to fulfil three rules:

- 1 A duty of care is owed to the individual (the Authority owes a duty of care to those who are affected by its business, this includes staff, visitors, and pupils, etc.)
- 2 The duty of care was breached
- 3 The breach led directly to the loss incurred by the individual

In defending a claim, one of the three rules has to be proved to be not fulfilled, or the employer has to be able to prove that what they did was reasonable. This would include having a suitable and sufficient risk assessment and that any training, instruction and supervision was also appropriate. The Insurance section would be able to provide more information on the successful defence of claims.

## **Flu Vaccinations**

We are not aware of any members of staff who receive the flu vaccination because of the people they work with (this would typically be social care and staff who work with vulnerable children) In the past, when we had the flu pandemics, staff were provided with the vaccination, this was in part to protect service delivery, as well as vulnerable clients.

The following is the guidance from our corporate working arrangements on immunisation (this covers all immunisation, not just influenza):

Primary control measures such as good personal hygiene practices and avoiding contact with potential sources of infection are the best ways to avoid infection. The current advice from the local health board is that immunisations should not be given as a matter of course for certain occupations, as has previously been the advice. Their advice is that primary control measures, and where required, post incident treatment, are the best practices.

If a service area feels that immunisation is required, then this should be demonstrated through the risk assessment process.

**MINUTES OF A MEETING OF THE SHORTLISTING SUB-COMMITTEE HELD AT  
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON  
WEDNESDAY, 25 OCTOBER 2017**

PRESENT

County Councillor M Barnes (Chair)

County Councillors MC Alexander, G Breeze, A Jenner, DR Jones, F H Jump,  
R Powell, K M Roberts-Jones, K S Silk and J M Williams

Director of Education, Recruitment Manager - Culture & Leadership Development, HR  
Manager - Operations

<b>1. APOLOGIES</b>
---------------------

Apologies for absence were received from County Councillor G Ratcliffe.

<b>2. DECLARATIONS OF INTEREST</b>
------------------------------------

There were no declarations of interest reported.

<b>3. EXEMPT ITEMS</b>
------------------------

**RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).**

<b>4. SHORTLISTING FOR THE POST OF HEAD OF CHILDREN'S SERVICES</b>
--

This item was deferred.

<b>5. SHORTLISTING FOR THE POST OF HEAD OF LEARNING</b>
---

The Sub-Committee considered applications for the post of Head of Learning.

**RESOLVED to shortlist candidates 1,2 and 3 for interview.**

**County Councillor M Barnes (Chair)**

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE APPOINTMENTS SUB-COMMITTEE HELD AT  
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON  
THURSDAY, 9 NOVEMBER 2017**

**PRESENT**

County Councillor M Barnes (Chair)

County Councillors MC Alexander, G Breeze, A Jenner, D R Jones, F H Jump,  
K M Roberts-Jones and J M Williams

Director of Education, Recruitment Manager - Culture & Leadership Development, HR  
Manager - Operations

<b>1.</b>	<b>APOLOGIES</b>
-----------	------------------

Apologies for absence were received from County Councillor G W Ratcliffe.

<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>
-----------	---------------------------------

There were no declarations of interest reported.

<b>3.</b>	<b>EXEMPT ITEMS</b>
-----------	---------------------

**RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).**

<b>4.</b>	<b>APPOINTMENT TO THE POST OF HEAD OF LEARNING</b>
-----------	--

The Sub-Committee interviewed two candidates.

**RESOLVED not to make an appointment.**

**County Councillor M Barnes (Chair)**

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE SHORTLISTING SUB-COMMITTEE HELD AT  
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON  
WEDNESDAY, 15 NOVEMBER 2017**

**PRESENT**

County Councillor M Barnes (Chair)

County Councillors G Breeze, S M Hayes, F H Jump, DW Meredith, R Powell,  
K M Roberts-Jones, A Williams and J M Williams

Director of Social Services, Recruitment Manager - Culture & Leadership Development, HR  
Manager - Operations

<b>1.</b>	<b>APOLOGIES</b>
-----------	------------------

Apologies for absence were received from County Councillor A Jenner.

<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>
-----------	---------------------------------

There were no declarations of interest reported.

<b>3.</b>	<b>EXEMPT ITEMS</b>
-----------	---------------------

**RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).**

<b>4.</b>	<b>SHORTLISTING FOR THE POST OF DIRECTOR OF SOCIAL SERVICES</b>
-----------	---

The Sub-Committee considered applications for the post of Director of Social Services.

**RESOLVED not to shortlist any of the applicants for interview.**

**County Councillor M Barnes (Chair)**

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

# Powys County Council Workforce Report

## September 2017

Performance Measure	Target	Welsh Average	Current Performance	Previous Month
Percentage of staff completing Data Protection & IT (Mandatory training)	98%	N/A	87.41%	88.78%
Percentage of staff completing VAWDASV (Mandatory training)	100%	N/A	32.44%	28%
12month Rolling Average of sickness days lost per FTE	8		8.99	9.00
Percentage of staff undertaking Individual Performance review (IPR)	75%	Quarterly Measure		62%(Q1)
Percentage of staff who participated in the staff engagement survey		Annual Measure		9%

### Commentary

#### Statutory & Mandatory Training –

Data Protection & IT (Mandatory training) compliance has decreased, this may be due to the turnover of staff.

VAWDASV compliance has increased by 4.44%, there was a reminder e-mail circulated at the beginning of September.

**Sickness Absence** – In the last 12 months 6570 episodes of sickness were reported on Trent with a total of 37,251.08 FTE days lost, this affected 2,831 employees. Top 3 reasons for sickness absence over the last 12 months were;

1. Infections, colds & flu (1591)
2. stomach, liver, kidney & digestion (1554)
3. Stress, Depression and anxiety (469)

We now have the ability to break down stress related illness into work and non work related absence, this could be used in future reporting.

**IPR's** – Recording of IPRS went live on Trent in September, managers were asked to start recording from the 1st October, therefore the next quarterly figure will be in the January Workforce report for Quarter 3. We will provide a monthly figure from next month to keep track of the uptake of recording on the trent system.

**Staff Engagement** – The survey will run again in 2018.

## Local Indicators

Local Indicator	Target	Current Performance September 17	Monthly Progress	August 17	July 17	June 17	May 17	April 17
<b>Workforce Capacity</b>								
Staff in Post (FTE)		4026.12	↓	4061.87	4065.64	4182.66	4218.25	4212.01
Staff in Post (Headcount)		5819	↓	5850	5903	6043	6025	6030
Vacancies (Posts)		1896	↑	1506	1258	1171	1170	1118
Turnover (Headcount)		14.59%	↓	14.80%	13.29%	12.61%	12.97%	13.26%
Agency (Headcount)		63	↑	58	58	56	52	48
Contractor (Headcount)		26	↓	37	37	28	28	30
Sickness 3+ Occurrences (Headcount)		715	↓	799	689	729	751	774
<b>Workforce Costs (Monthly)</b>								
Pay Bill		£12,238,652.30	↓	£12,680,555.22	£12,863,615.75	£13,142,038.95	£12,812,346	£13,306,418
Average of sickness days lost per FTE		0.75	↑	0.60	0.67	0.73	0.81	0.59
Additional/Overtime Usage (Gross)		£112,747.84	↓	£157,935.88	£153,502.22	£157,882.83	£126,231.42	£163,591.99
Agency Usage <u>UNAVAILABLE</u>								
Business Mileage		£109,579.41	↓	£132,066	£141,918.27	£128,445.27	£117,892.73	140,628.12
<b>Workforce Compliance</b>								
Violence against women, domestic abuse and sexual violence	100%	32.44%	↑	28%	28.57%	28%	28%	
Data Protection and IT training	98%	87.41%	↓	88.78%	89.70%	90.48%	89.58%	88.53%
IPR	75%					62%		

# Commentary

**Vacancies** – The vacancies are increasing month on month. Increase in Schools is due to changes on the structure on Trent.

**Turnover** – Staff turnover for Powys County Council averaged at 14.59% for the year.

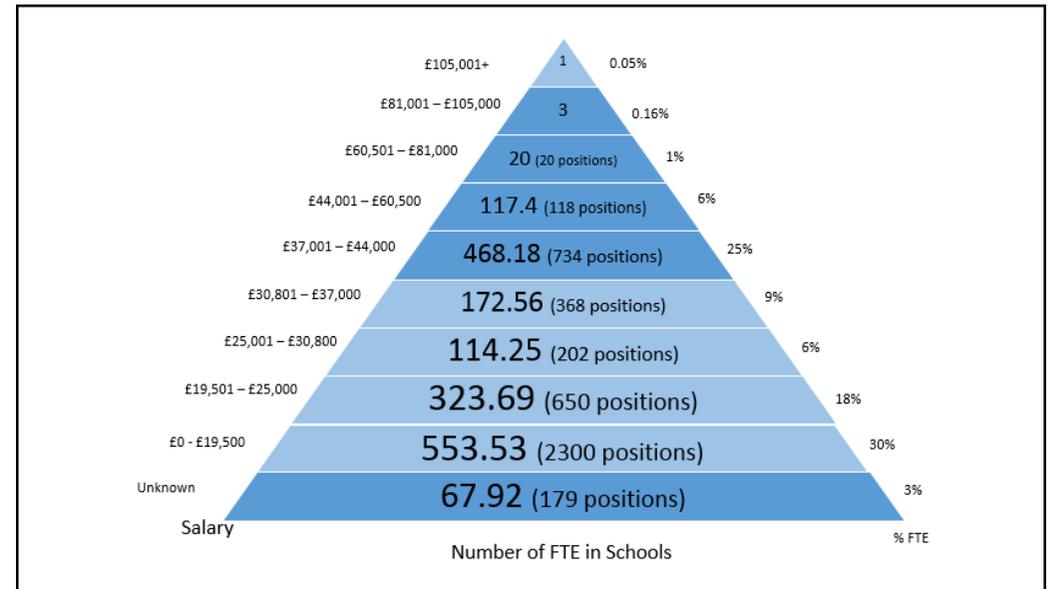
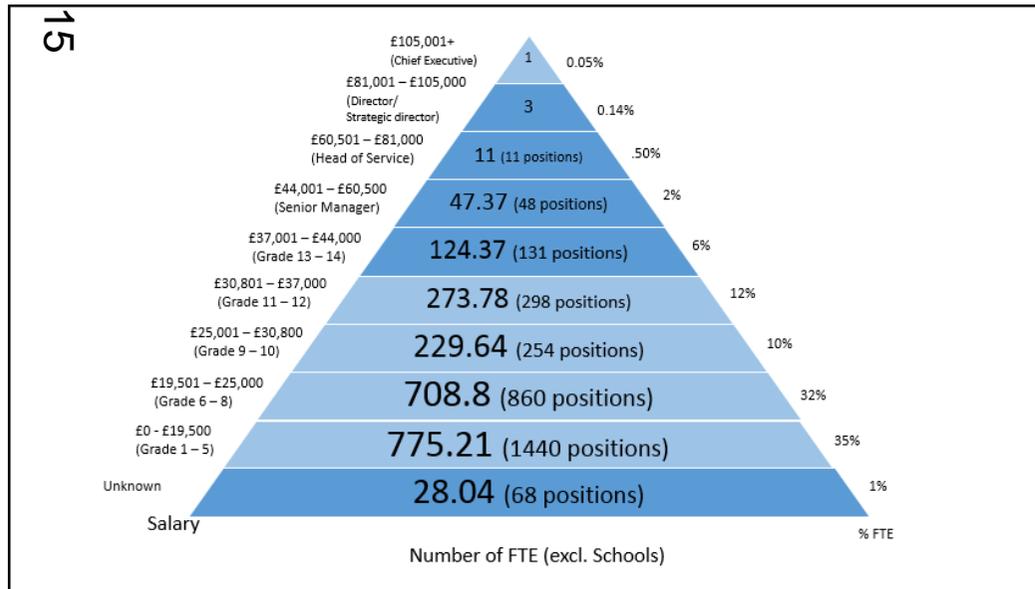
**Staff in Post** – As of the 30th September 2017 there were 4026.21 FTE staff in post (5819 headcount). In comparison to last month there has been a decrease of 35.75 FTE.

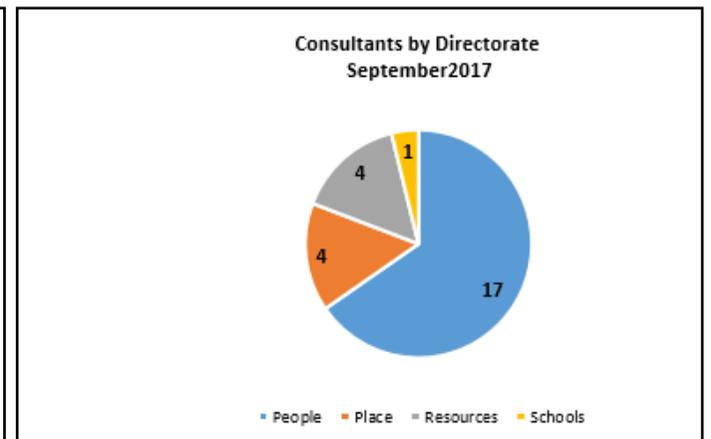
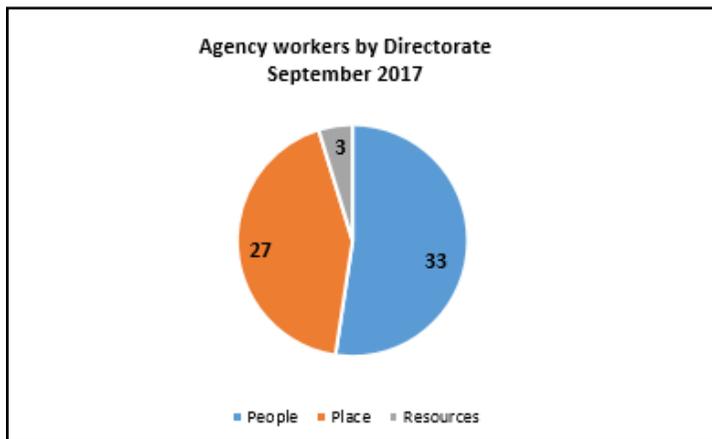
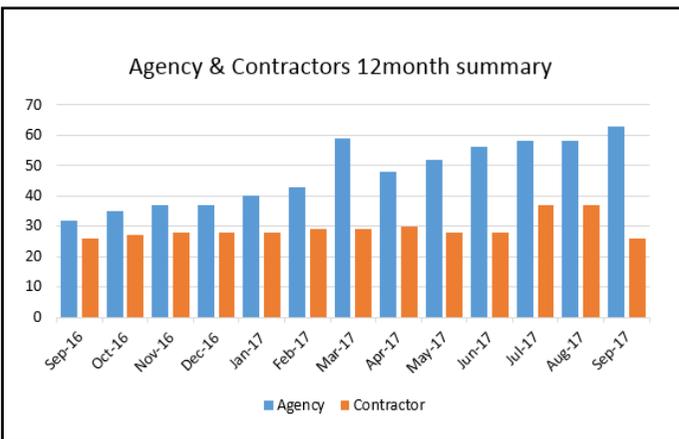
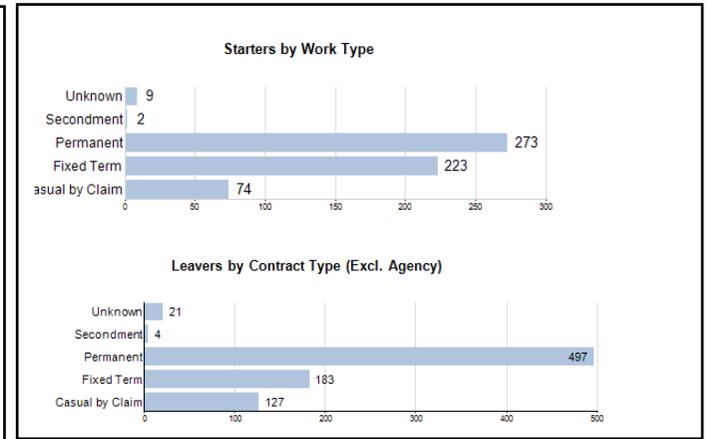
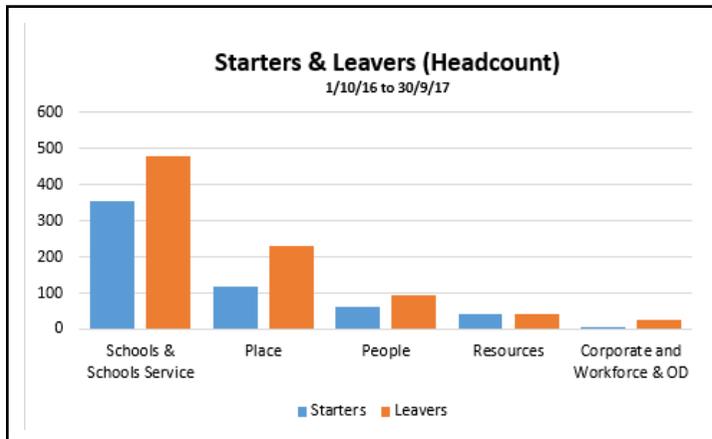
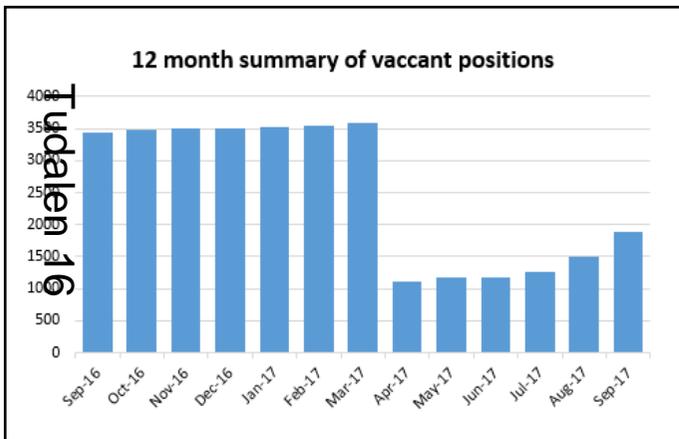
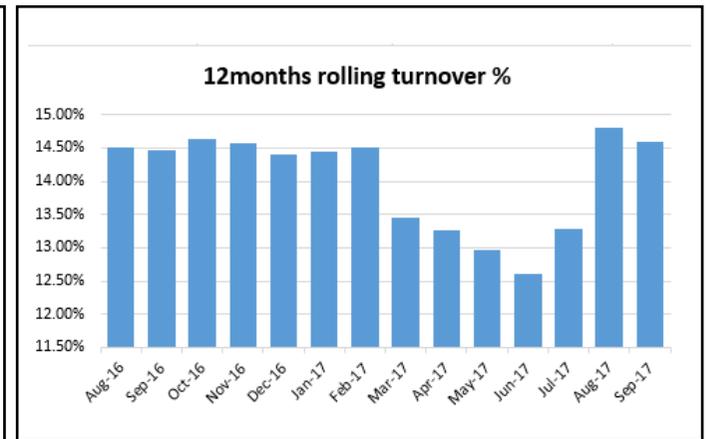
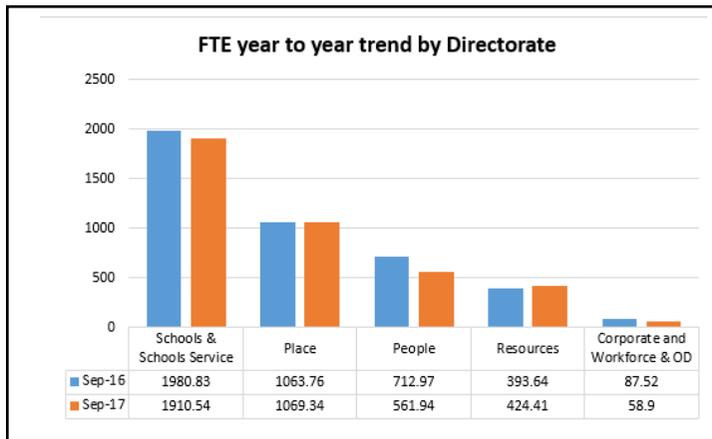
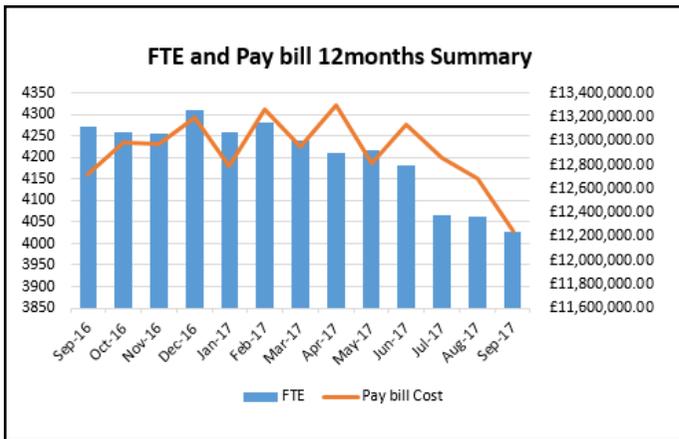
**ADH/Overtime Cost** – Additional and Overtime hours decreased by £45,188.04 for the Month of September 2017 in comparison to last month.

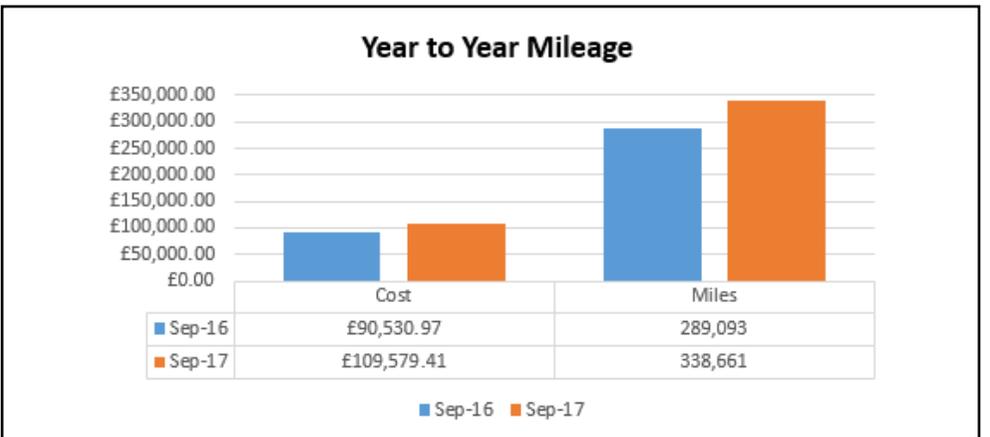
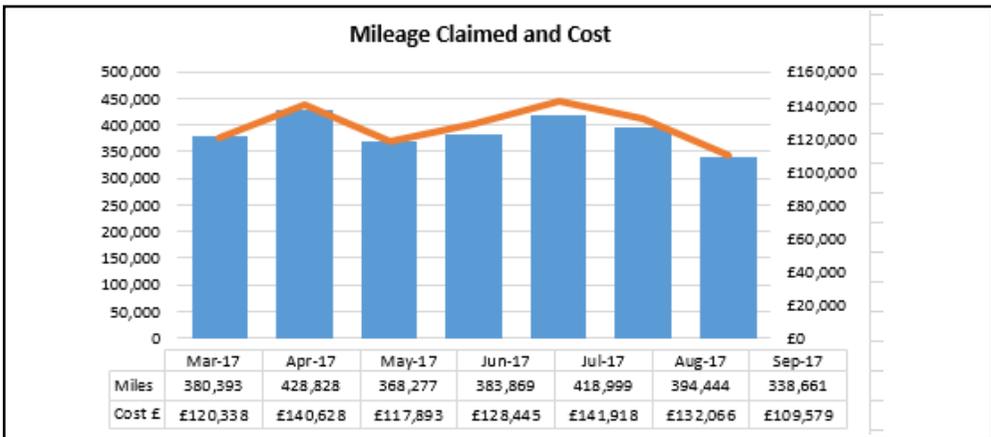
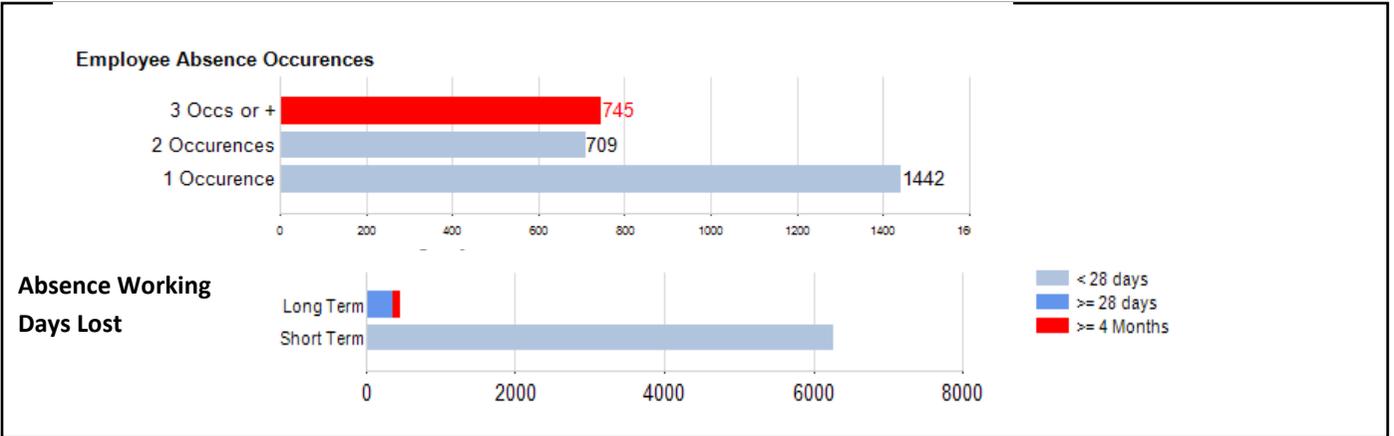
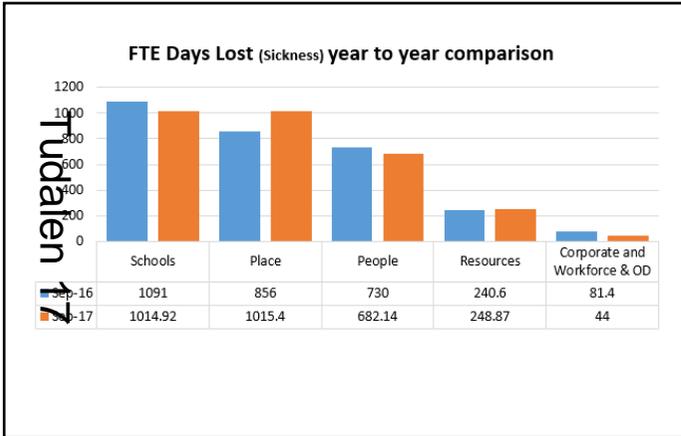
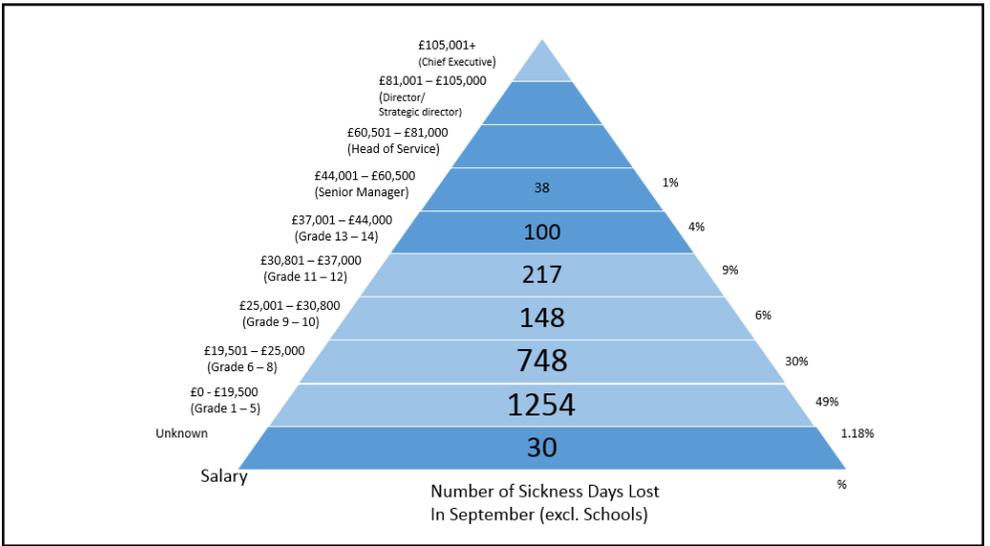
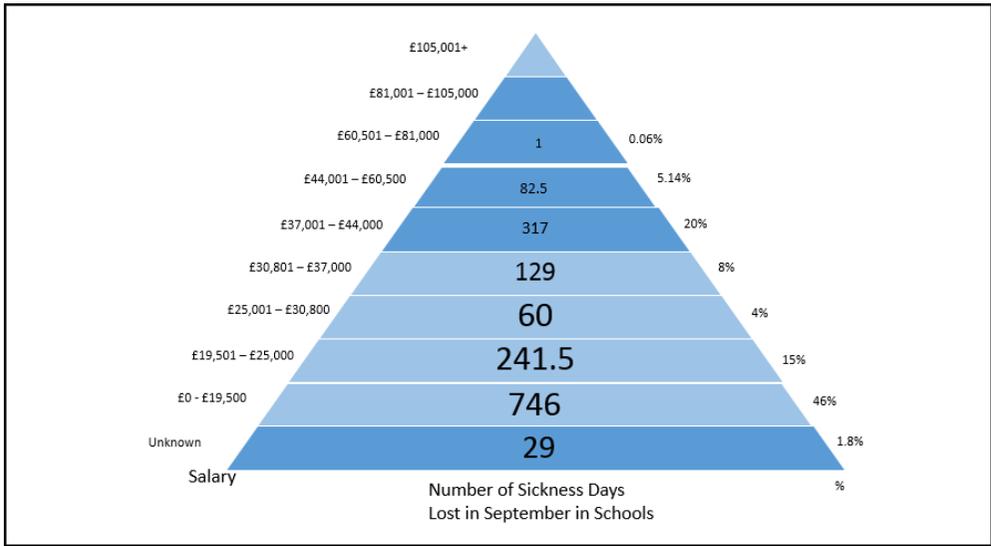
**Agency/Contractor Usage** – Agency usage has increased slightly since last month. Contractors have decreased since last month. The cost data is held by the procurement team, however an accurate total is not available due to how it is recorded across the council.

**Business Mileage** - Business mileage has decreased by £22,486.59 since last month. The majority of the decreased is from People followed by Schools.

Tudalen 15





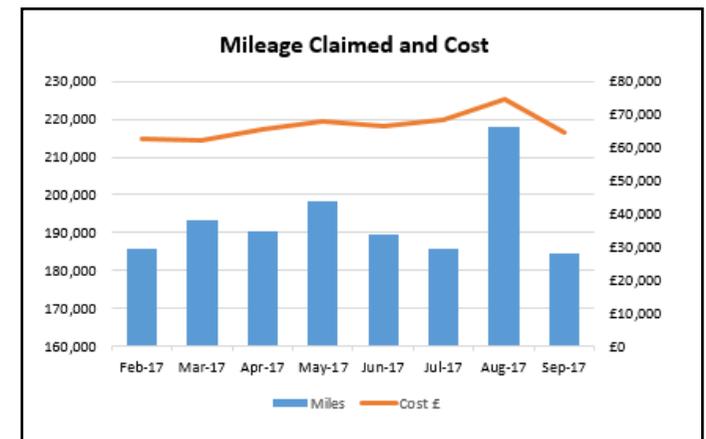
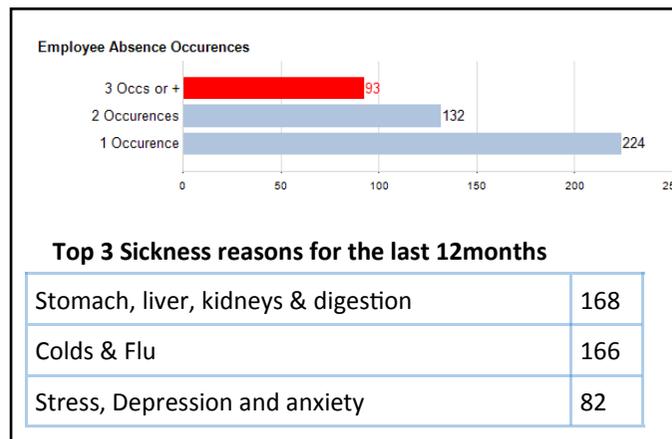
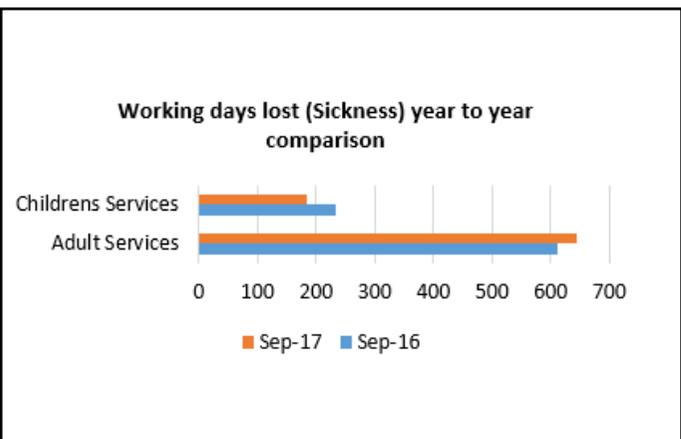
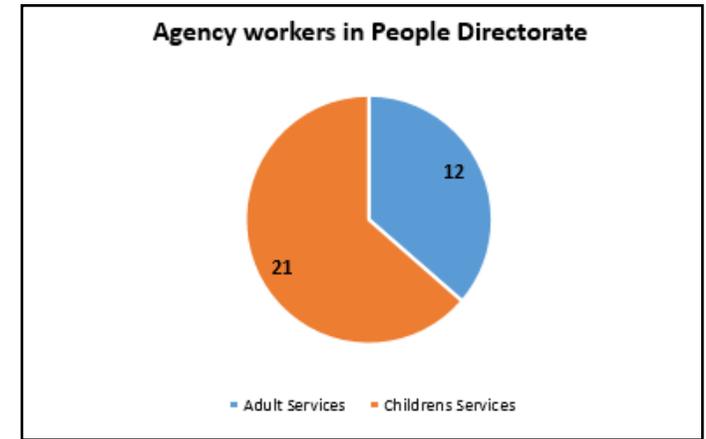
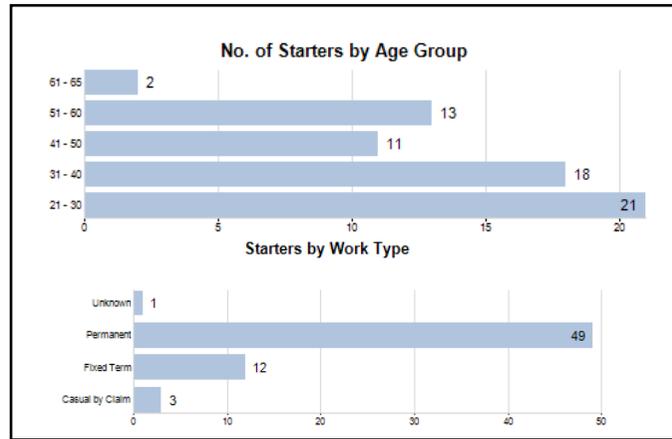
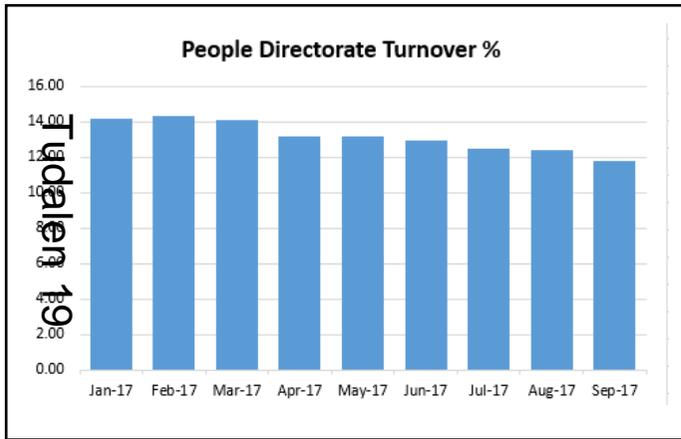
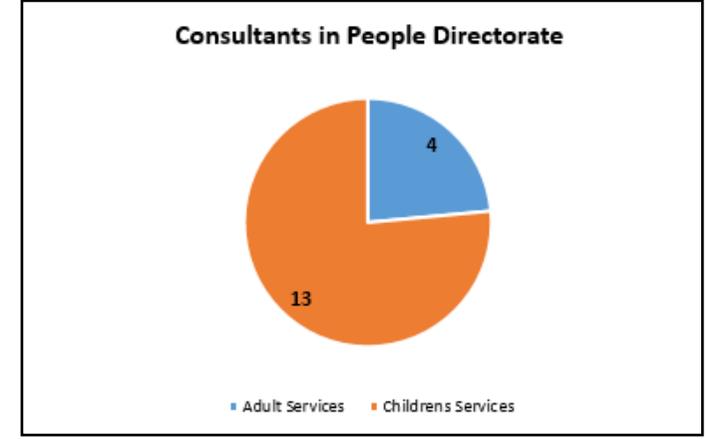
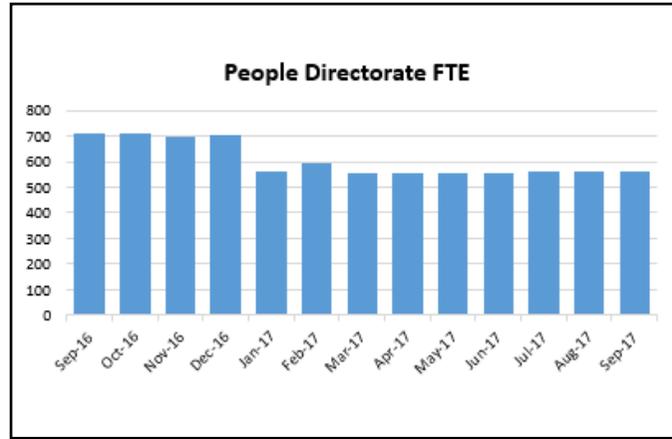
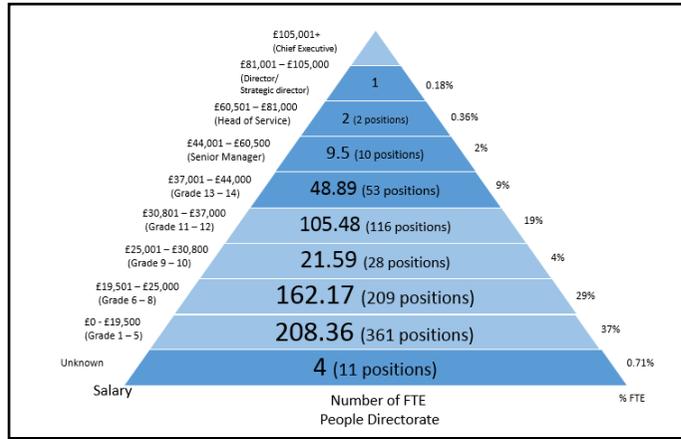


## People

Local Indicator	Target	Current Performance September-17	Monthly Progress	August 17	July 17	June 17	May 17	April 17
<b>Workforce Capacity</b>								
Staff in Post (FTE)		<b>561.94</b>	↑	560.76	560.32	557.64	554.15	551.87
Staff in Post (Headcount)		<b>721</b>	↑	716	720	715	709	708
Vacancies (Posts)		<b>220</b>	↑	169	171	168	-	-
Turnover (Headcount)		<b>15.60%</b>	↑	12.41%	12.52%	12.94%	13.16%	13.21%
Agency (Headcount)		<b>33</b>	↑	31	31	30	22	19
Contractor (Headcount)		<b>17</b>	↓	22	22	13	11	12
Sickness 3+ Occurrences (Headcount)		<b>91</b>	↓	94	88	93	96	89
<b>Workforce Costs (Monthly)</b>								
Average of sickness days lost per FTE (12 month rolling)		<b>12.38</b>	↓	12.56	12.43	12.67	13.08	12.99
Additional/Overtime Usage (Gross)		<b>£42,212.80</b>	↓	£46,329.71	£42,087.98	£50,175.69	£48,788.76	£48,571.23
Agency Usage <b>UNAVAILABLE</b>								
Business Mileage		<b>£64,770.66</b>	↓	£74,635.92	£68,437.62	£66,455.46	£67,978.82	£65,723.81
<b>Workforce Compliance</b>								
Violence against women, domestic abuse and sexual violence		<b>57.77%</b>	↑	56%	55.35%	56.14%	-	-
Data Protection and IT training		<b>94.21%</b>	↓	95.37%	95.79%	96.13%	95.45%	91.60%
IPR	<b>75%</b>					51%		

Reporting by exception

# People

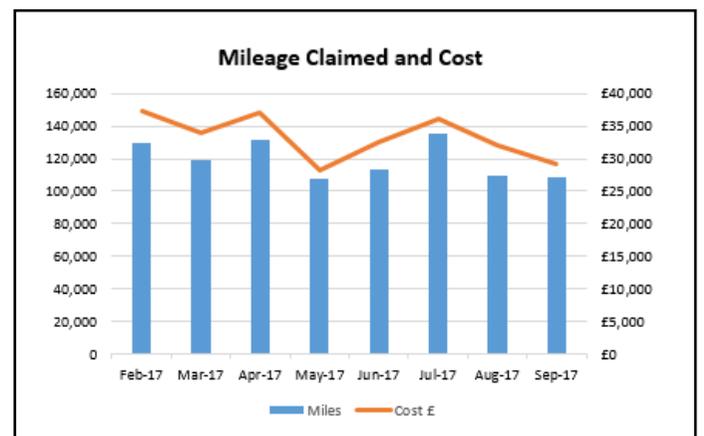
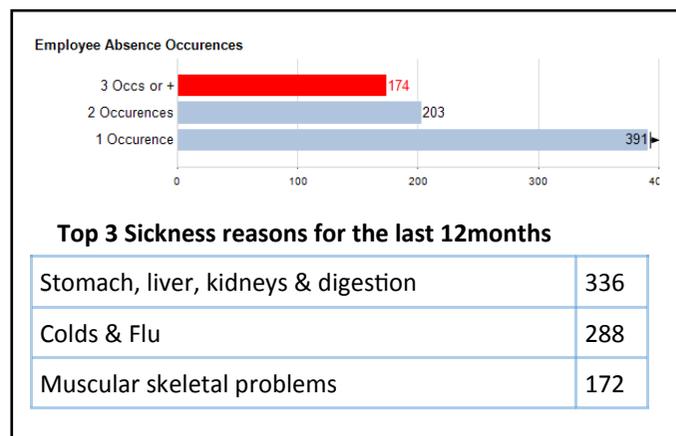
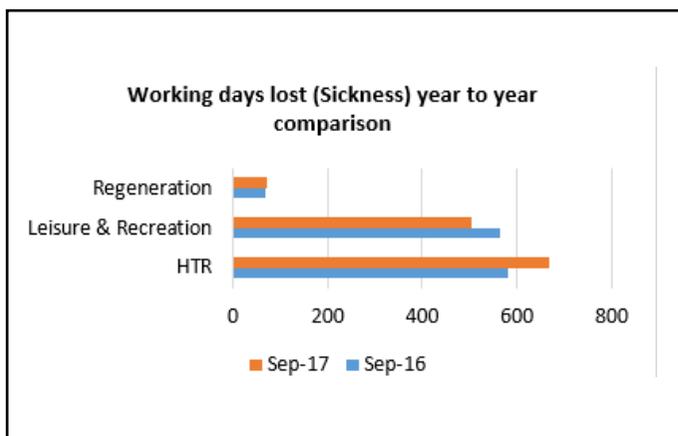
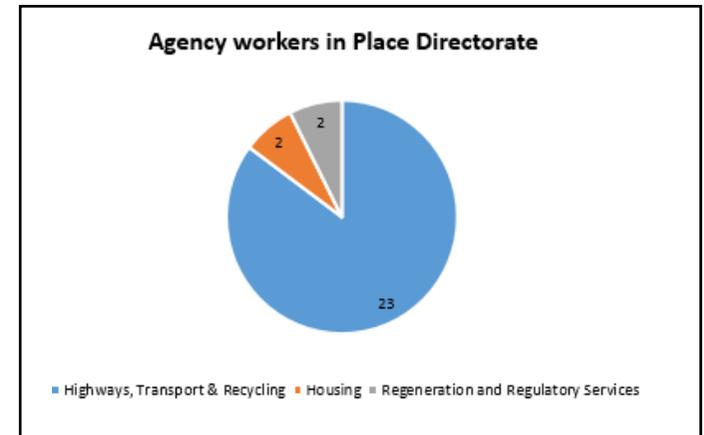
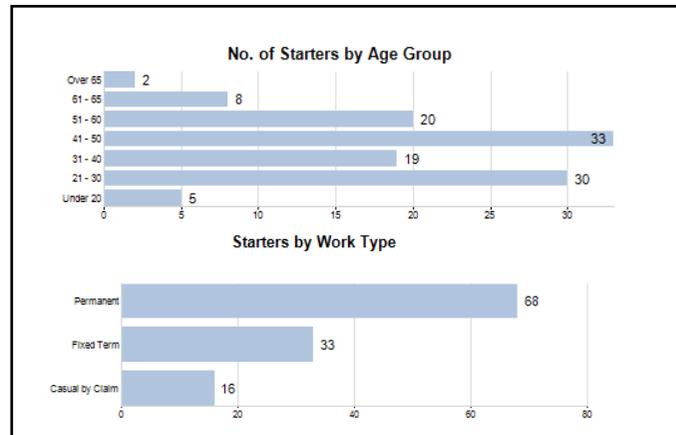
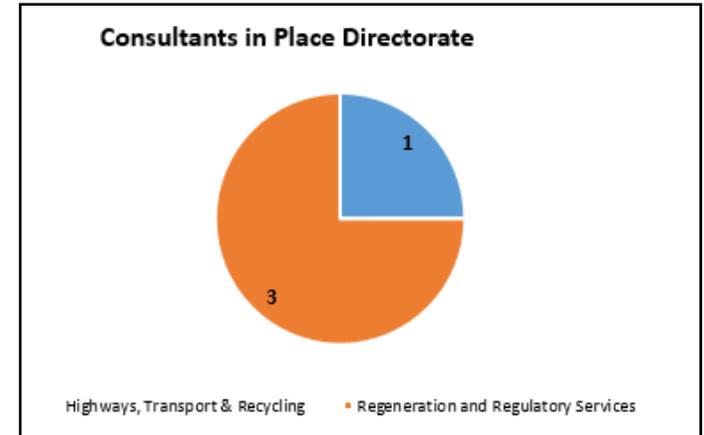
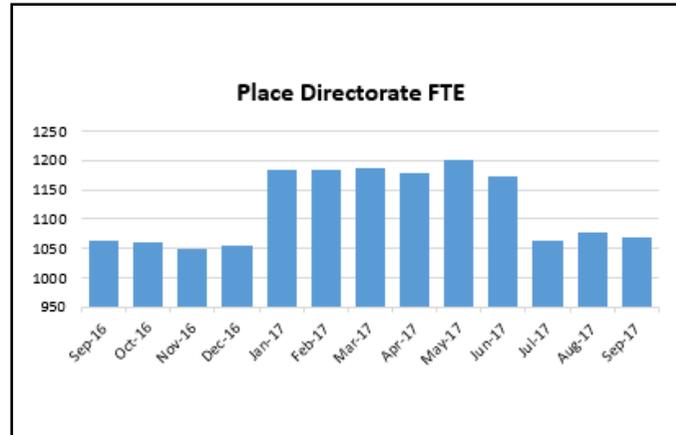
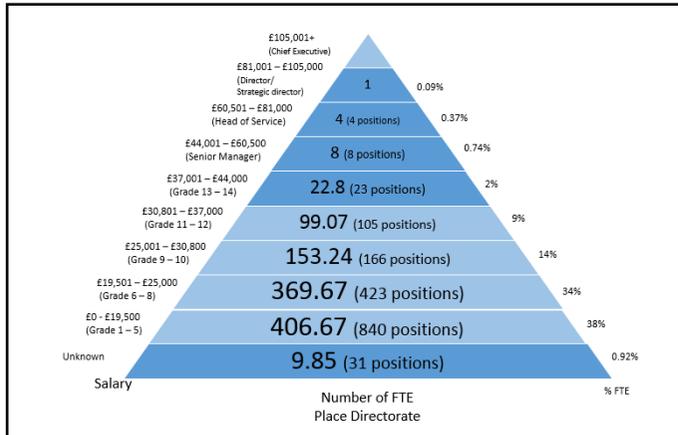


## Place

Local Indicator	Target	Current Performance September-17	Monthly Progress	August 17	July 17	June 17	May 17	April 17
<b>Workforce Capacity</b>								
Staff in Post (FTE)		<b>1069.34</b>	↓	1076.14	1063.34	1173.75	1200.95	1178.43
Staff in Post (Headcount)		<b>1469</b>	↓	1489	1489	1590	1591	1595
Vacancies (Posts)		<b>439</b>	↑	303	274	251	-	-
Turnover (Headcount)		<b>15.60%</b>	↓	15.57%	15.83%	12.11%	12.60%	13.05%
Agency (Headcount)		<b>27</b>	↑	26	26	25	22	20
Contractor (Headcount)		<b>4</b>	↓	5	5	5	5	5
Sickness 3+ Occurrences (Headcount)		<b>173</b>	↓	174	169	189	190	201
<b>Workforce Costs (Monthly)</b>								
Average of sickness days lost per FTE		<b>10.43</b>	↑	10.23	10.04	9.46	10.02	9.94
Additional/Overtime Usage (Gross)		<b>£57,199.22</b>	↓	£73,097.84	£63,212.48	£60,007.70	£51,547.94	£73,708.11
Agency Usage <b>UNAVAILABLE</b>			↓					
Business Mileage		<b>£29,117.43</b>	↓	£32,068.98	£36,103.02	£32,454.15	£28,160.91	£37,153.86
<b>Workforce Compliance</b>								
Violence against women, domestic abuse and sexual violence		<b>31.79%</b>	↑	30.13%	29.99%	30.37%	-	-
Data Protection and IT training		<b>89.60%</b>	↓	90.28%	91.50%	92.09%	91.79%	90.15%
IPR	<b>75%</b>					66%		

Reporting by exception

# Place

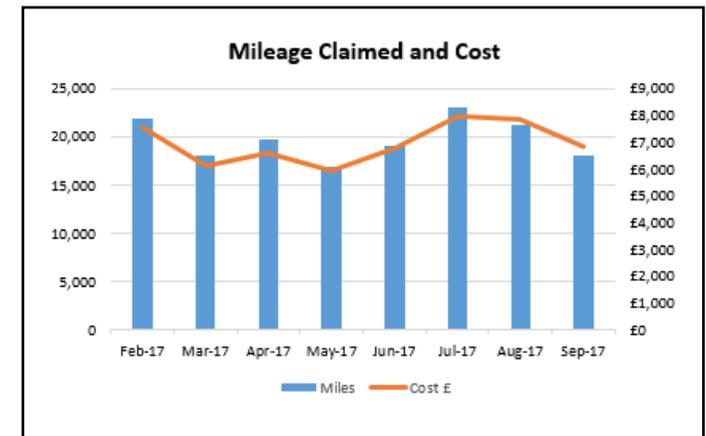
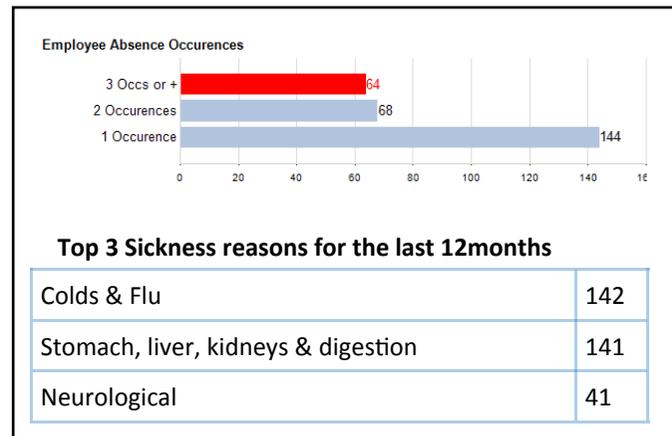
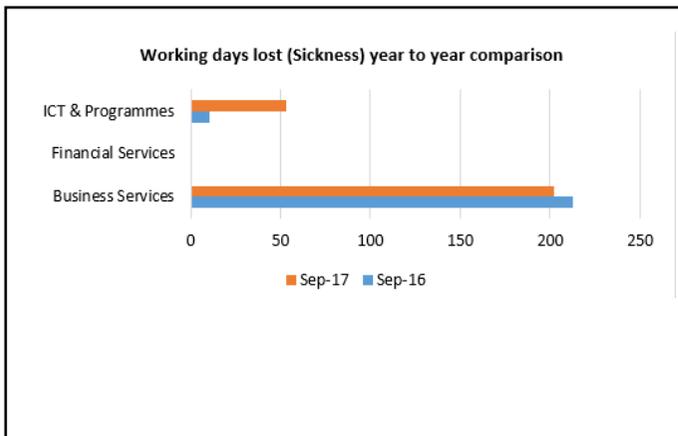
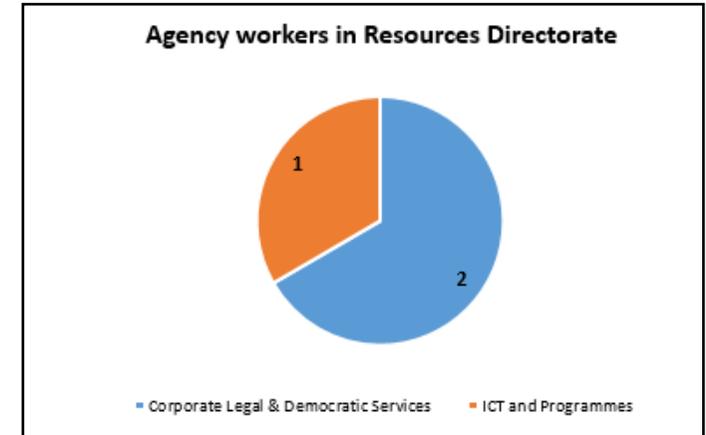
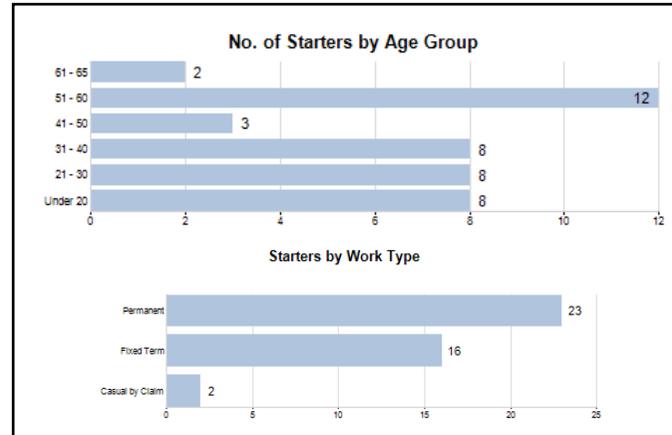
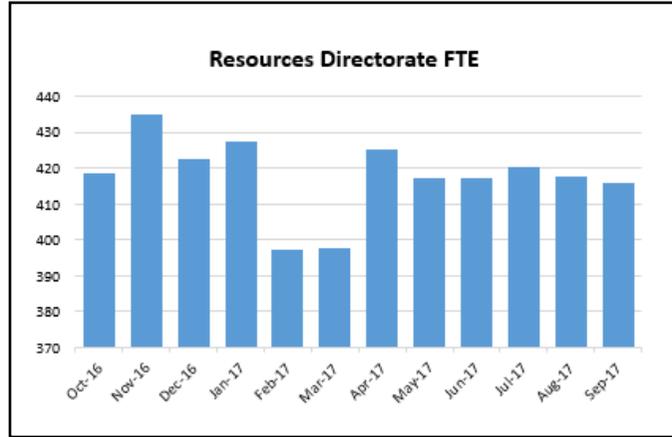
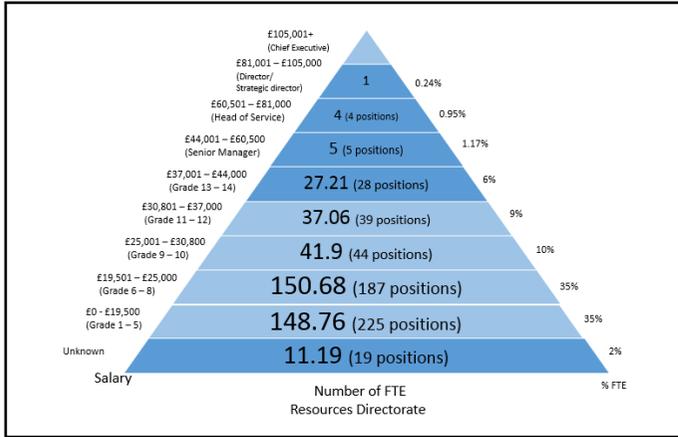


## Resources

Local Indicator	Target	Current Performance September-17	Monthly Progress	August 17	July 17	June 17	May 17	April 17
<b>Workforce Capacity</b>								
Staff in Post (FTE)		<b>424.41</b>	↑	415.86	417.49	420.27	417.06	417.25
Staff in Post (Headcount)		<b>522</b>	↑	511	511	517	511	513
Vacancies (Posts)		<b>114</b>	↑	71	66	62	-	-
Turnover (Headcount)		<b>8.21%</b>	↓	9.50%	10.91%	10.93%	11.95%	12.61%
Agency (Headcount)		<b>3</b>	↑	1	1	1	1	1
Contractor (Headcount)		<b>4</b>	↓	9	9	9	9	9
Sickness 3+ Occurrences (Headcount)		<b>63</b>	↑	57	58	57	61	59
<b>Workforce Costs (Monthly)</b>								
Average of sickness days lost per FTE		<b>6.84</b>	↓	6.99	6.98	7.10	7.54	7.55
Additional/Overtime Usage (Gross)		<b>-£1,794.17</b>	↓	£3,995.28	£3,518.72	£5,563.11	£7,372.63	£4,380.16
Agency Usage <b>UNAVAILABLE</b>			↓					
Business Mileage		<b>£6,800.22</b>	↓	£7,862.04	£7,968.06	£6,770.61	£5,922.72	£6,560.46
<b>Workforce Compliance</b>								
Violence against women, domestic abuse and sexual violence		<b>83.27%</b>	↑	80.15%	79.96%	79.77%	-	-
Data Protection and IT training		<b>89.37%</b>	↓	89.91%	90.80%	91.51%%	90.73%	91.74%
IPR	<b>75%</b>					68%		

Reporting by exception

# Resources

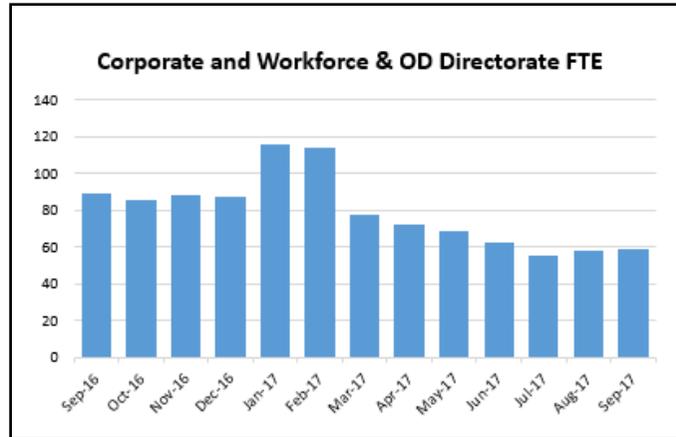
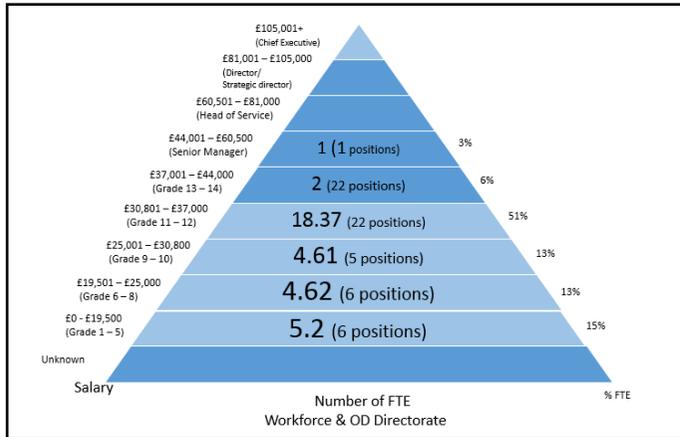


## Corporate & Workforce & OD

Local Indicator	Target	Current Performance September-17	Monthly Progress	August 17	July 17	June 17	May 17	April 17
<b>Workforce Capacity</b>								
Staff in Post (FTE)		58.9	↑	57.90	55.08	62.08	68.2	71.71
Staff in Post (Headcount)		67	↑	64	61	68	74	77
Vacancies (Posts)		6	↑	3	5	5	-	-
Turnover (Headcount)		34.94%	↑	33.13%	34.62%	32.34%	35.29%	32.75%
Agency (Headcount)		0		0	0	0	0	0
Contractor (Headcount)		0		0	0	0	0	0
Sickness 3+ Occurrences (Headcount)		8	↑	7	8	14	13	14
<b>Workforce Costs (Monthly)</b>								
Average of sickness days lost per FTE (Workforce only)		7.89	↓	8.03	8.47	8.41	9.43	10.38
Additional/Overtime Usage (Gross)		£0		£0	£0	£75.54	0	£70.80
Agency Usage <u>UNAVAILABLE</u>								
Business Mileage		£2,600	↓	£3,302.82	£4,230.54	£3,300.03	£3,529.44	£4,103.28
<b>Workforce Compliance</b>								
Violence against women, domestic abuse and sexual violence		90.48%	↑	89%	91%	90%	-	-
Data Protection and IT training		87.62%	↓	89%	90.01%	90.84%	89.89%	92.04%
IPR	75%					66%		

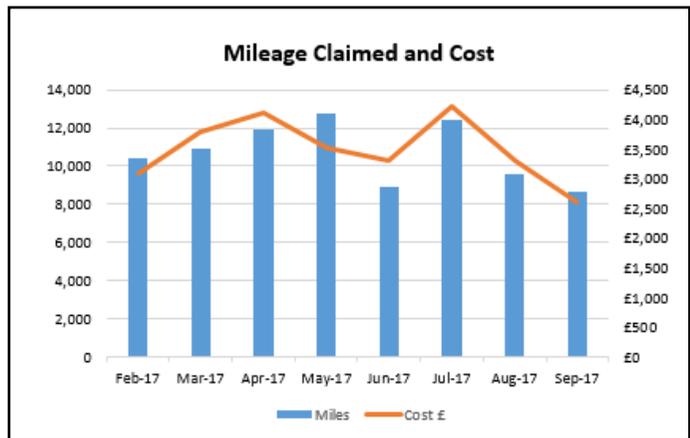
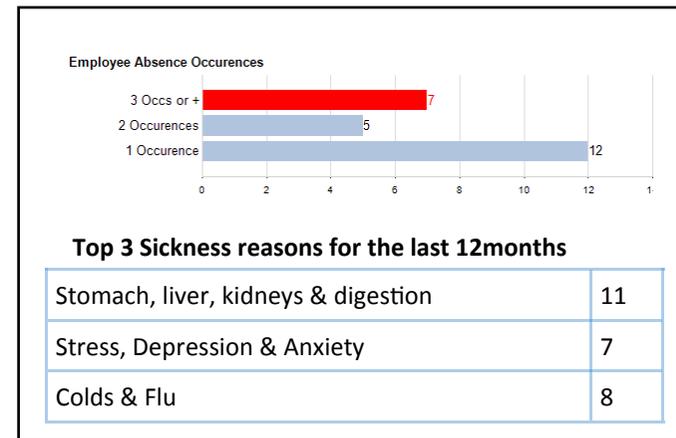
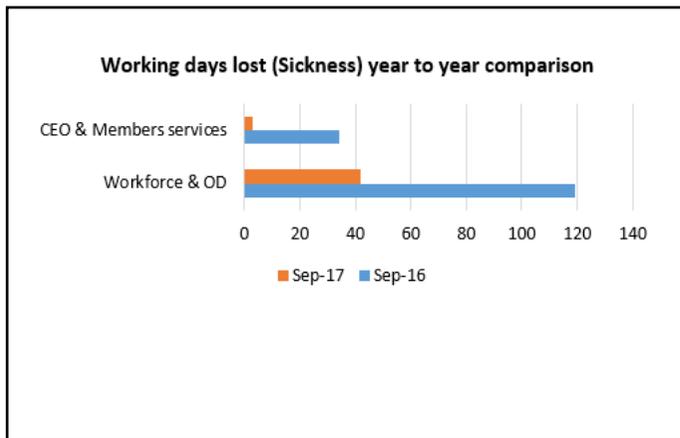
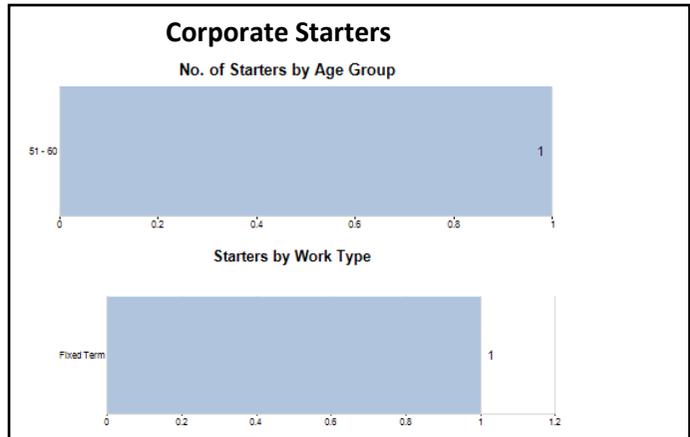
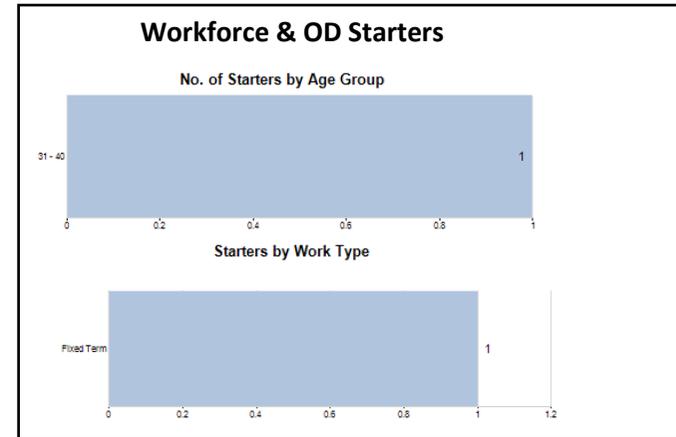
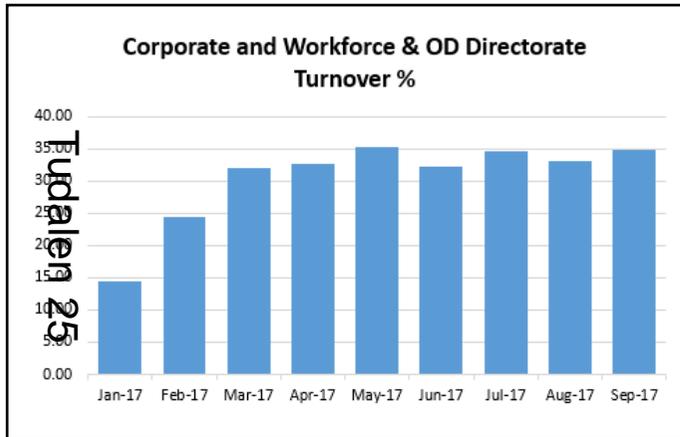
Reporting by exception

# Corporate & Workforce & OD



There are no consultant workers in Corporate and Workforce & OD Directorate.

There are no agency workers in Corporate and Workforce & OD Directorate.

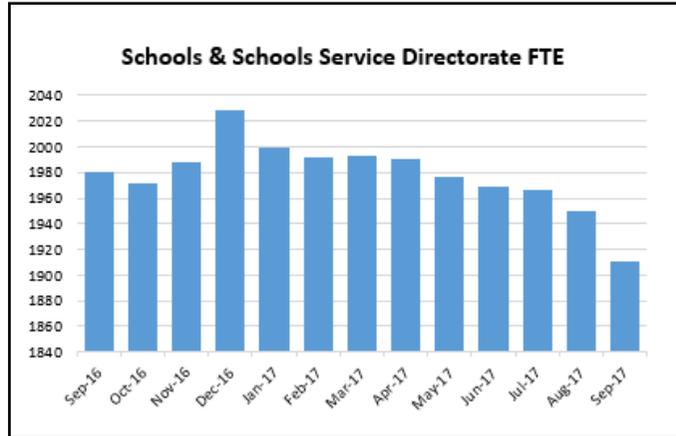
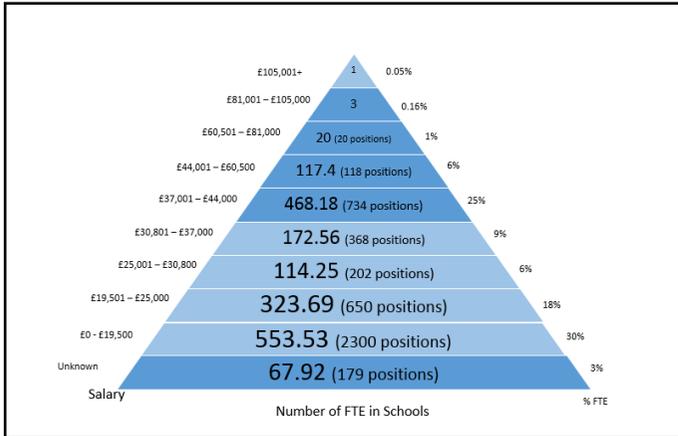


## Schools & Schools Service

Local Indicator	Target	Current Performance September-17	Monthly Progress	August 17	July 17	June 17	May 17	April 17
<b>Workforce Capacity</b>								
Staff in Post (FTE)		1910.54	↓	1950.21	1966.41	1968.99	1975.90	1990.75
Staff in Post (Headcount)		3239	↓	3271	3325	3364	3357	3357
Vacancies (Posts)		1115	↑	960	742	685	-	-
Turnover (Headcount)		14.44%	↓	14.49%	12.15%	11.84%	11.90%	12.05%
Agency (Headcount)		0		0	0	0	0	0
Contractor (Headcount)		1		1	1	1	1	1
Sickness 3+ Occurrences (Headcount)		373	↑	363	357	360	365	387
<b>Workforce Costs (Monthly)</b>								
Average of sickness days lost per FTE		7.69		7.69	7.61	7.45	7.56	7.50
Additional/Overtime Usage (Gross)		£15,129.99	↓	£34,513.05	£44,683.04	£41,987.41	£18,484.06	£36,783.31
Agency Usage <b>UNAVAILABLE</b>								
Business Mileage		£6,290.91	↓	£14,196.24	£24,897.78	£16,644.60	£9,904.50	£22,274.96
<b>Workforce Compliance</b>								
Violence against women, domestic abuse and sexual violence		17.03%	↑	11.6%	11.61%	11.76%	-	-
Data Protection and IT training <b>(Schools Service only)</b>		87.64%	↓	90.10%	90.71%	91.37%	90.46%	88.57%
IPR	75%					77%		

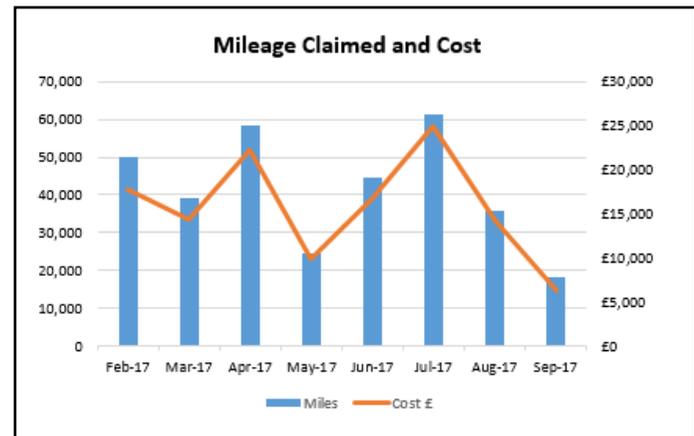
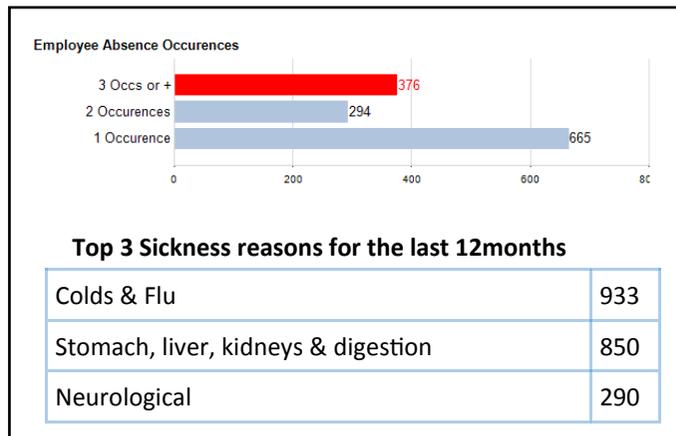
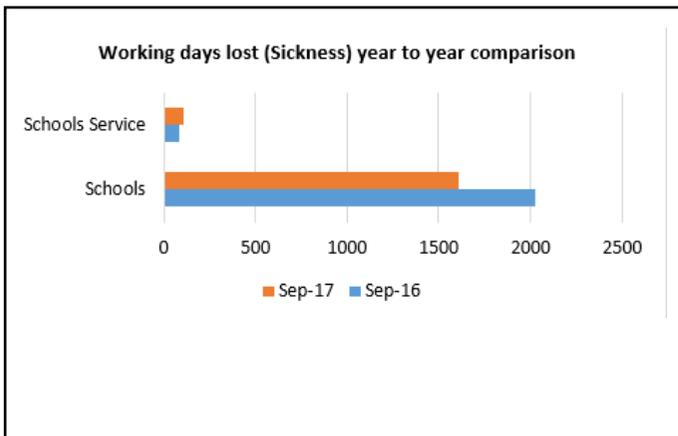
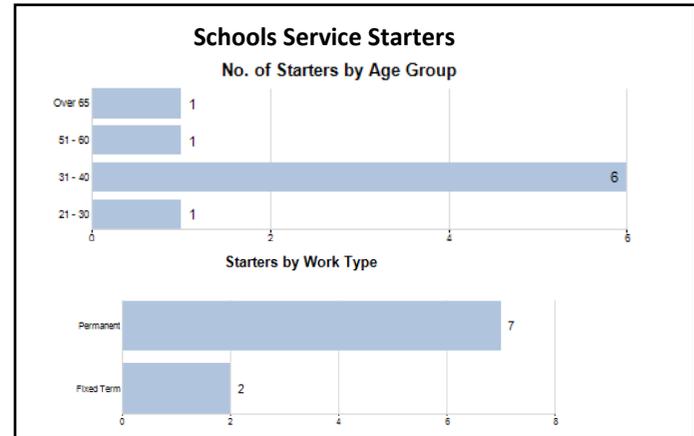
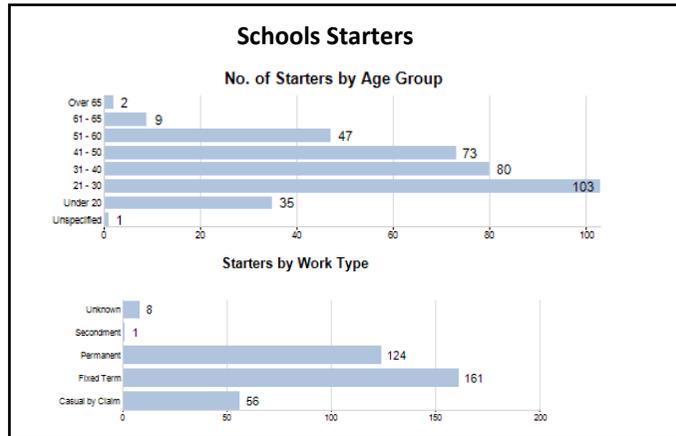
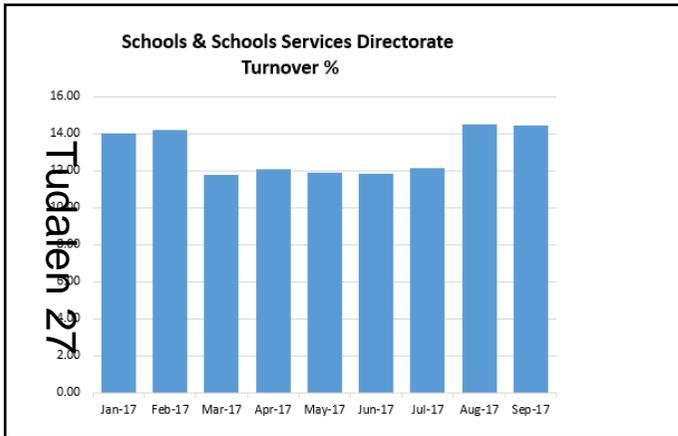
Reporting by exception

# Schools & Schools Service



There are no consultant workers in Corporate and Workforce & OD Directorate.

There is 1 consultant worker in Schools Services Service Area.



Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol

# 8

## Exit Questionnaire

Name (optional):

Job title:

Department:

---

Why have you decided to leave the authority? (More than one can be ticked)

- |  |  |
|--|--|
| <input type="checkbox"/> Salary                  | <input type="checkbox"/> Job Advancement   |
| <input type="checkbox"/> Dissatisfied            | <input type="checkbox"/> Retirement        |
| <input type="checkbox"/> Personal                | <input type="checkbox"/> Management issues |
| <input type="checkbox"/> Return to study         | <input type="checkbox"/> Redundancy        |
| <input type="checkbox"/> Relocation              | <input type="checkbox"/> Lack of benefits  |
| <input type="checkbox"/> Health                  | <input type="checkbox"/> Other _____       |
| <input type="checkbox"/> Family Responsibilities |  |

Was there a specific event or issue that prompted your resignation?  Yes  No

If yes, please explain briefly

If yes, did you discuss this matter with your supervisor/manager  Yes  No

If yes, what was the outcome?

Please rate your satisfaction with the following on a scale of 1 to 6 (1 = Low 6 = High)

	Low					High
Training Opportunities	<input type="checkbox"/>					
Quality of Supervision	<input type="checkbox"/>					
Utilisation of my skills	<input type="checkbox"/>					
Recognition of my achievements	<input type="checkbox"/>					
Cooperative, friendly work environment	<input type="checkbox"/>					

What does your new company/organisation offer that encouraged you to accept their offer and leave the authority?

- |   |   |
|---|---|
| <input type="checkbox"/> Better work life balance   | <input type="checkbox"/> Career Advancement |
| <input type="checkbox"/> Improved Employee Benefits | <input type="checkbox"/> Other              |

If other, please provide details

What would have encouraged you to remain with the organisation?

What was good about the service?

Do you feel you had the resources and support necessary to accomplish your job?  
 Yes  No    If not, what was missing?

What part of your job did you enjoy most?

What part of your job did you enjoy least?

Can you offer any other comments that will enable us to understand why you are leaving, how we can improve, and what we can do to become a better authority?

Would you recommend the authority as a potential employer to a friend?  
 Yes  No

**Thank you for your feedback. Please return your form to Culture & Leadership Development Team in County Hall, Llandrindod Wells, LD1 5LG or email [vacancies@powys.gov.uk](mailto:vacancies@powys.gov.uk). Your comments are kept confidential and aggregated with other responses in summary reports.**

## Holiadur Ymadael

Enw (dewisol):

Teitl Swydd:

Adran:

Pam ydych chi wedi penderfynu gadael yr awdurdod? (Gellir ticio mwy nag un)

- |  |  |
|--|--|
| <input type="checkbox"/> Cyflog                | <input type="checkbox"/> Dyrchafiad      |
| <input type="checkbox"/> Anfodlon              | <input type="checkbox"/> Ymddeol         |
| <input type="checkbox"/> Personol              | <input type="checkbox"/> Materion Rheoli |
| <input type="checkbox"/> Mynd nôl i astudio    | <input type="checkbox"/> Diswyddo        |
| <input type="checkbox"/> Symud i ffwrdd        | <input type="checkbox"/> Diffyg buddion  |
| <input type="checkbox"/> Iechyd                | <input type="checkbox"/> Arall _____     |
| <input type="checkbox"/> Cyfrifoldebau Teuluol |  |

A oedd yna ddigwyddiad neu fater penodol a wnaeth arwain at eich ymddiswyddiad?  Oedd

Nac oedd

Os oedd, rhwch esboniad byr

Os oedd, a wnaethoch drafod y mater gyda'ch goruchwylydd/rheolwr  Do  Naddo

Os hynny, beth oedd y canlyniad?

Pa mor fodlon oeddech chi gyda'r canlynol ar raddfa o 1 i 6 (1 = isel 6 = uchel)

	Isel					Uchel
Cyfleoedd i hyfforddi	<input type="checkbox"/>					
Ansawdd yr oruchwyliaeth	<input type="checkbox"/>					
Y defnydd o'm sgiliau	<input type="checkbox"/>					
Cydnabod beth wnes eu cyflawni	<input type="checkbox"/>					
Amgylchedd gwaith cyfeillgar a phawb yn helpu ei gilydd	<input type="checkbox"/>					

Beth y mae'r cwmni/sefydliad newydd yn ei gynnig a wnaeth eich denu chi i dderbyn eu cynnig a gadael yr awdurdod?

- |  |   |
|--|---|
| <input type="checkbox"/> Gwell cydbwysedd rhwng bywyd a gwaith | <input type="checkbox"/> Dyrchafiad gyrfu |
| <input type="checkbox"/> Gwell buddion i weithwyr              | <input type="checkbox"/> Arall            |

Os arall, rhwch fanylion

Beth fyddai wedi'ch annog chi i aros gyda'r awdurdod?

Beth oedd yn dda am y gwasanaeth?

A oedd gennych yr adnoddau a'r cymorth angenrheidiol i wneud eich gwaith?

Oedd       Nac oedd      Os na, beth oedd yn eisiau?

Pa ran o'r swydd wnaethoch chi fwynhau fwyaf?

Pa ran o'r swydd na wnaethoch chi ei fwynhau?

A oes gennych unrhyw sylwadau eraill a fydd yn ein helpu ni ddeall pam eich bod chi'n gadael, sut y gallwn wella, a beth allwn ni ei wneud i wella fel awdurdod?

A fyddech chi'n argymhell yr awdurdod fel darpar gyflogwr i ffrind?

Byddem       Na fyddem

**Diolch i chi am eich adborth. Dychwelwch eich ffurflen at Dîm Datblygu Diwylliant ac Arweinyddiaeth yn Neuadd y Sir, Llandrindod, LD1 5LG neu anfonwch e-bost at [vacancies@powys.gov.uk](mailto:vacancies@powys.gov.uk). Cedwir eich sylwadau'n gyfrinachol ac wedi'u cyfuno ag ymatebion eraill mewn adroddiadau cryno.**

## Internal Exit Questionnaire

Name (optional):

Job title:

Department:

1. What prompted you to look for another job elsewhere in the council?

Salary

Career Progression

Personal

Dissatisfied

Management issues

Other \_\_\_\_\_

2. What led you to accept the new position?

3. How would you describe the culture of the Service/ Department you are leaving?

4. What was good about the service?

5. What part of your job did you enjoy most?

6. What part of your job did you enjoy least?

7. What could have been done for you to remain in the Service/Department?

8. If you could change anything about the Service/ Department you are leaving, what would it be?

**Thank you for your feedback. Please return your form to Culture & Leadership Development Team in County Hall, Llandrindod Wells, LD1 5LG or email [vacancies@powys.gov.uk](mailto:vacancies@powys.gov.uk). Your comments are kept confidential and aggregated with other responses in summary reports.**

## Holiadur Ymadael Mewnol

Enw (dewisol):

Teitl swydd:

Adran:

---

9. Pam aethoch chi i chwilio am swydd arall mewn rhan arall o'r cyngor?

Cyflog

Dyrchafiad

Personol

Anfodlon

Materion Rheoli

Arall \_\_\_\_\_

10. Pam wnaethoch chi dderbyn y swydd newydd?

11. Sut fydddech chi'n disgrifio diwylliant y Gwasanaeth/Adran rydych chi'n ei adael?

12. Beth oedd yn dda am y gwasanaeth?

13. Pa ran o'ch swydd wnaethoch chi fwynhau fwyaf?

14. Pa ran o'r swydd na wnaethoch chi ei fwynhau?

15. Beth y gellid fod wedi'i wneud i'ch annog chi i aros gyda'r Gwasanaeth/Adran?

16. Pe byddech yn gallu newid unrhyw beth am y Gwasanaeth/Adran rydych chi'n ei adael, beth fyddai hynny?

**Diolch i chi am eich adborth. Dychwelwch eich ffurflen at Dîm Datblygu Diwylliant ac Arweinyddiaeth yn Neuadd y Sir, Llandrindod, LD1 5LG neu anfonwch e-bost at [vacancies@powys.gov.uk](mailto:vacancies@powys.gov.uk). Cedwir eich sylwadau'n gyfrinachol ac wedi'u cyfuno ag ymatebion eraill mewn adroddiadau cryno.**



## STRESS STEERING GROUP

### TERMS OF REFERENCE

December 2017

#### 1. Overview and Purpose

1.1 The Council recognises that stress and other mental health concerns can be as a result of both internal and external triggers but that either can lead to, or exacerbate, a work-related problem. The Council is committed to promoting positive mental health and protecting the health, safety and welfare of its employees by:

- Reducing problems by minimising, with a view to eliminating, work-related stressors and mental ill health triggers at source, as far as reasonably practicable;
- Managing work-related stress effectively within the Council;
- Minimising the effects of work-related stress and mental ill health; and
- Supporting employees to maintain good mental health.

1.2 The purpose of the Stress Steering Group (hereinafter referred to as the “Steering Group”) is to oversee and facilitate the implementation of the Health and Safety Executive (HSE) Management Standards, which are:

- **Demands** – includes issues such as workload, work patterns and the working environment;
- **Control** – how much say the employee has in the way they perform their work;
- **Support** – includes the encouragement, sponsorship and resources provided by the Council, line management and colleagues;
- **Relationships** – includes promoting positive working to avoid conflict and dealing with unacceptable behaviour;
- **Role** – to determine that employees understand their role within the Council and that the Council ensures that they do not have conflicting roles; and
- **Change** – how change (both large and small) is managed and communicated in the Council.

#### 2. Composition of the Steering Group

Yn agored a blaengar - Open and enterprising

[www.powys.gov.uk](http://www.powys.gov.uk)

Tudalen 35

## 2.1 Membership of the Steering Group will be as follows:

- Senior management representatives (comprising 2 Council senior management representatives, 1 representative from Primary schools and 1 representative from Secondary schools and 1 Special schools representative.)
- Line management representatives (comprising 1 line management representative from the Council and 1 line management representative from schools)
- The Professional Lead for HR and Development
- 1 Health and Safety Adviser
- 1 Trade union representative (Teaching)
- 1 Trade union representative (Corporate / School Support Staff)
- 1 County Councillor from the Employment and Appeals Committee

## 3. Key roles

### 3.1 There are 2 essential roles to fulfil within the steering group:

- The Project Champion will represent the Steering Group at Cabinet (“Board”) level, update the Management Team and Cabinet on progress and ensure the Steering Group is adequately resourced; and
- The Day-to-day Champion will assume the role of project manager, organising and facilitating meetings, documenting decisions to provide an audit trail and keeping the project on schedule and on budget.

## 4. Responsibilities of the Steering Group

### 4.1 This steering group is not solely an advisory or consultative group but a working group, which will produce actions aimed at identifying triggers and minimising the effects of work-related stress and other mental health issues, by conducting an appropriate Management Standards risk assessment.

## 5. Key Activities of the Steering Group

### 5.1 *Project naming* - it is vital that the Steering Group has buy-in from all employees in the Council, so the Steering Group should select a name that accurately reflects the structure and culture of the Council.

Yn agored a blaengar - Open and enterprising

[www.powys.gov.uk](http://www.powys.gov.uk)

- 5.2 *Securing resources* – it is essential that the Steering Group members are fully briefed in the Management Standards approach so that they are able to drive the agenda. Members of the Steering Group must have the capacity and willingness to make a contribution.
- 5.3 *Establishing a project plan* – project preparation is vital to the successful implementation of the initiative. It ensures that senior managers are committed to acting upon the results of the Management Standards risk assessment. The project plan will assist in the Steering Group in:
- Identifying whose input is needed and when resources can be allocated;
  - Enabling managers to release time for their employees to attend focus groups or complete surveys;
  - Maintaining the momentum of the project;
  - Understanding the scale of stress in the Council;
  - Managing senior management and employee expectations as to outcomes;
  - Identifying other initiatives that can be linked to the project
- 5.4 *Progress* – the Steering Group will monitor and approve the progress of the project and any actions arising from the risk assessment.

## 6. Communication

- 6.1 The Steering Group members shall work together to develop an effective communication strategy, which will be applied through the life of the Group.
- 6.2 Effective communication will be two-way and should employ multiple communication channels with feedback being given to employees at all stages. Information can be provided in a number of ways, such as:
- Printed: memos, articles in the staff magazine *Cyswllt:Connect*, notices, etc.
  - Electronic: e-mails, bulletin boards, intranet home page articles, etc.
  - Active and participatory exercises, including training, drop-in sessions, meetings, focus groups and discussions.
-

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

## Employment Case Law Update November 2017

### Employment Committee

#### Whistleblowing

The Court of Appeal has held that the fairness of the dismissal in a whistleblowing case has to be determined by what the employer reasonably believed when dismissing the employee - by reference to what the decision-maker actually knew, not what they ought to have known.

In this case, the appeal was allowed and the dismissal was found to be fair because the person who took the decision to dismiss the employee was not aware of the protected disclosures, even though they had been misled by the employee's line manager, who knew of the disclosures and had engineered a dismissal for poor performance. We understand an appeal against the decision has now been lodged.

*(Royal Mail Ltd v Jhuti)*

#### Sex discrimination

The ECJ has held that an employer's failure to carry out a workplace risk assessment to assess the risk posed to a particular breastfeeding worker was less favourable treatment of a woman related to pregnancy or maternity leave and constituted direct sex discrimination.

In this case, the employer had conducted a risk assessment for the role of an A&E nurse but they had not carried out an individual assessment of Ms Ramos's circumstances and the effect of the complex shift system, potential exposure to ionising radiation, healthcare associated infections and stress on her as a breastfeeding worker.

The case is a reminder to employers to assess the risks to particular individuals who are pregnant or breastfeeding and that carrying out a general risk assessment for the role may not be sufficient.

*(Ramos v Servicio Galego de Saude)*

#### Pregnancy and maternity discrimination – a potential increase in protection

In the European case of ***Porras Guisado v Bankia SA*** the Advocate General considered a case in which a pregnant employee was selected for redundancy in a collective redundancy situation. She was made redundant and the employer claimed not to have known of the employee's pregnancy. The law states that employers should prevent pregnant workers (and those on maternity leave) from being dismissed, save in exceptional cases.

The employer argued the redundancy situation was an "exceptional case". The Advocate General provided her opinion, summarised here:

- The period of protection starts at the beginning of pregnancy and continues until the end of maternity leave. This is the case even if the employer does not know that the worker is pregnant.
- What amounts to an "exceptional case" will be determined on the facts of the case and construed narrowly. A collective redundancy situation is not automatically an "exceptional".

- An employer must give a dismissed worker an explanation of why the collective redundancy in question is an "exceptional case" if she is pregnant or on maternity leave at the time of the dismissal.
- An employer cannot dismiss a pregnant worker/ worker on maternity leave if she can "plausibly be reassigned" to another suitable work post.

Presently in UK law an employer can select a pregnant employee or a woman on maternity leave for redundancy provided that the selection is non-discriminatory. Employees selected for redundancy while on maternity leave (but not while pregnant) have a priority right to redeployment. In addition the general view is that a woman has no special protection until her employer is made aware of her pregnancy. If the Court of Justice and European Rights follows the AG's opinion, that position may have to be

### **Addison Lee drivers – workers, not self-employed**

A tribunal has ruled that three drivers from minicab firm, Addison Lee, should have been treated as workers and not self-employed – meaning they will be entitled to the national minimum wage, holiday and arrears of pay. Addison Lee claimed that each driver was running a small business in of itself despite significant evidence pointing away from a self-employment arrangement including:

- A dress code and code of conduct
- Each trip requiring the consent of a central control base
- An obligation to accept fares from the company's booking system
- Fixed cost of hiring company levied vehicles

The tribunal did not accept Addison Lee's argument and ruled that the drivers were in a subordinate position to the company, as opposed to contracting with it.

There are a number of cases in which worker rights for those in the so-called 'gig economy' are to be considered including Uber later this month and delivery companies Hermes and DX early next year.

### **Other Information**

Research by various bodies has highlighted the following;

- **Zero-hours contracts:** the Office of National Statistics (ONS) has published data showing that the number of workers on zero hours contracts has fallen by 300,000 over the last year to the lowest level recorded in over three years. 6% of business makes use of zero-hours contracts, with administrative and support services being the most prominent users.
- **National Minimum Wage:** The Low Pay Commission (LPC) believes that as many as 1 in 5 minimum wage workers could be receiving less than they are entitled to. A recent report showed that, at its peak in the year, between 305,000 and 580,000 workers were underpaid. The report estimated that, as the National Living Wage rises, HMRC will be responsible for monitoring 3.3 million workers by 2020, a rise from the 2.3 million currently recorded.

- **Shared Parental Leave:** Research has revealed that only 8,700 new parents made use of the shared parental leave system in the last year, accounting for less than 1% of those that were eligible. Researchers suggest the low uptake may result from a "cultural stigma" attaching to men who decided to take time off work to care for their children and their concern about the impact a lengthy period off work might have on their careers. Other factors may include financial implications of using the scheme and a general lack of awareness or understanding of the entitlement.
- **Bonuses:** The ONS has published data showing that UK bonus payments have risen to the greatest on record. The total number of UK bonuses paid in the latest financial year amounted to £46.4 billion, a 6.5% increase compared to the previous year. The insurance and financial sectors paid the highest bonuses on average. In contrast, the health and social sectors paid the lowest in bonuses to its employees, with average bonuses amounting to almost zero.
- **Apprenticeships:** Apprenticeships are growing at a faster rate than graduate roles a new survey has revealed this week. According to the survey undertaken by the Institute of Student Employers (ISE) there was a 19% increase in the number of apprentices hired in 2016/17 compared to the previous year.

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol