

ITEM 04

Time began: 2.00pm

Time ended: 2.55pm

Personnel Committee

4 July 2019

Present Councillors Potter (Chair), Cllr Carr (Vice Chair) Councillors Holmes, Testro, Froggatt,

Officers present Liz Moore – Head of Human Resources
Tania Hay – Apprenticeship Levy Project Manager
Diane Sturdy - Organisational Development Manager
Hanna Prince – Health and Wellbeing Advisor
Paul McMahon - Principal Lawyer
Heather Greenan -Service Director for Policy, Insight, and Communications
Mags Young - Director of Communities and Place

01/19 Apologies

Apologies were received from Councillor Eldret

02/19 Late Items to be Introduced by the Chair

There were no late items.

03/19 Declarations of Interest

There were no declarations of interest

04/19 Minutes of the Meeting held on 14 February 2019

The minutes of the meeting on 11 April 2019 were agreed as an accurate record subject to an amendment on page 3, first paragraph, line 8 "Councillors questioned" to "A Councillor questioned".

05/19 Attendance Management Project Update

The Committee considered a report of the Strategic Director of Corporate Resources updating them on recent progress on Attendance Management. The report was presented by the Organisational Development Manager and the Health and Wellbeing Advisor. Councillors noted the recent progress including support measures that have been put in place for managers and colleagues.

Councillors noted that at the end of March 2019, the full time equivalent days lost per employee was 12.07 days over the 12 months rolling period. The Council's current target for 2018/19 was 11.5 days.

Councillors noted that the Corporate Leadership Team (CLT) has confirmed their commitment to managers managing attendance. Monthly data reports on sickness

absence rates are presented to Directorate Management Team meetings and also to the CLT Performance Board.

Officers reported that up to 31 May 2019 the days lost per FTE is 12.42, which is not satisfactory and will need to improve for the benefit of all staff. The Return to Work compliance for 2018/19 was 68.9%. The months of April and May have improved with a compliance rate of 79.5% and 76.9% respectively.

Councillors were informed that absence targets, to take effect from April 2019, have been set for each Strategic and Service Director. These are included in managers' objectives. Councillors noted the targets set out in Appendix 1.

Directorate targets have now been developed and issued to all Directors. The targets were developed after the Health, Wellbeing and Attendance Team (HWAT) carried out a review of absence across the Council. The team identified 4 common factors in areas with high absence:

- Age profile of the workforce (staff between 45-65 taking more absence)
- Non office based operational model
- High number of FTE within the service
- Poor sickness absence performance from the previous year

Councillors noted that the Chief Executive has endorsed the importance of these targets directly to Strategic and Service Directors.

Councillors were concerned that staff cover arrangements in relation to sickness absence might themselves cause further sickness absence. Officers confirmed that in most departments the remaining staff tended to cover the absence. In front line services, eg refuse, it was necessary to use agency workers. Officers informed councillors that there was a range of support measures for managers to support them.

Councillors noted that staff between the age of 45-65 generally take more absence. Officers confirmed that it was a common phenomenon, it was possible to collate data on these absences but not on why it was an issue. However anecdotal evidence suggested that such absence might be in relation to surgery or caring responsibilities.

Councillors noted that First Care has an absence monitoring tracking facility added to the system. This enables managers to track and update any action that they are taking when employees are hitting trigger alerts. In a 12 month rolling period if an employee has 2 or more absences, which are equal to or greater than double their weekly contracted hours, then a trigger alert will have been hit. An absence of 4 weeks and over would be classed as long-term sick.

Councillors asked when more full data would be available from the First Care System. Officers confirmed that they would be able to bring further data to the next meeting and that there were plans to bring data to the meeting on a quarterly basis going forward.

The Committee resolved to approve the recommendations of the report detailed below.

- 1. To note that at the end of March 2019, the full time equivalent days lost per FTE was 12.07 days over the 12 month rolling period, against a current Council target of 11.5 FTE days for 2018/19**
- 2. Note the updated absence data and the continued support from the Project Group, with the aim of reducing sickness absence rates in the Council**

06/19 Permanent Recruitment to the Posts of Director of Property Services and Director of Legal, Procurement and Democratic Services

The Committee considered a report of the Director of Corporate Resources. The report outlined the proposals to establish a permanent post of Director of Property Services, and seeks the approval of Personnel Committee to agree to the recruitment to the position. The report also seeks approval to recruit to the post of Director of Legal, Procurement and Democratic Services on a permanent contract basis.

Councillors noted that the Director of Property Services was filled on an interim basis for 12 months from August 2018 and the Director of Legal, Procurement and Democratic Services has been filled on an Acting Up basis since January 2019.

Officers reported that the Director of Property Services role has the responsibility to develop capability to provide and commission the full range of property professional services needed to deliver robust and responsive Strategic Advice, Asset Planning, Estate Management, Property Design, Construction Projects, Building Maintenance and Facilities Management.

Councillors noted that permanent recruitment to the post of the Director of Legal, Procurement and Democratic Services will ensure robust provision to lead, advise and challenge as appropriate on complex corporate, governance and strategic issues across all service areas at an important time for the Council. Officers reported that the temporary acting up appointment to this role has established greater integrated working between Procurement, Contracting and Legal Services and increased governance around the Council's democratic, electoral and land charges services, and that moving to a permanent recruitment and appointment to the role would establish the stability and resilience needed.

Officers proposed that a recruitment exercise be undertaken for both roles in order for Appointment Panels to select suitable candidates.

The Committee resolved to: approve the recommendations of the report detailed below.

- 1. To agree to the permanent establishment and recruitment to the Director of Property Services**

2. **To agree to the permanent recruitment to the Director of Legal, Procurement and Democratic Services, which includes the statutory responsibilities of Monitoring Officer**
3. **To note the Appointments Panel will confirm an appointment and that responsibility for the assessment processes for these roles will be determined by the Strategic Director of Corporate Resources.**

07/19 The Apprenticeship Project Update

The Committee considered a report of the Strategic Director of Corporate Resources updating them on the progress of the Apprenticeship Project. The report was presented by the Apprenticeship Levy Project Manager.

Councillors noted that as of 31 May 2019 the Council has transferred a total of £1,657,475 into the Education and Skills Funding Agency (ESFA) Apprenticeship Levy Digital Account and has drawn down £266,400 for apprenticeship training programmes. This equates to spending 15.95% of Derby City Council's Levy fund which is above the national average spend of 14%. Appendix 1 of the report gives a breakdown of payments in and out.

Councillors noted there was nearly one and a quarter million pounds of funding available and queried whether any of the Levy funding is likely to be lost. Officers confirmed that there are 24 months to use the funding and that it was a rolling spend, the first expiry date was May 2019, but with our current level of apprenticeship programme there was potential to lose Levy in September, but this was being mitigated with the up and coming enrolments. Forecasting work will take place over the summer.

Officers reported that from 18 April to date there are 124 colleagues on level 2 and 3 programmes, 38 new start Apprentices and 86 existing colleagues. Appendix 2 of the report gives a breakdown of programmes currently being studied in the three Directorates.

Councillors noted that there was no age limit for Apprentices although traditionally it was seen to attract the younger end of the market for new start roles. Within Derby City Council there was a full range of ages, the aim being to develop and create career pathways. Councillors queried whether new start apprentices are employed in Derby City Council at the end of their apprenticeship programme. Officers confirmed that of the 27 apprentice leavers last year, 10 are still within the organisation, 8 have left for external jobs in the City, 3 people have begun college or university courses and 6 have come to the end of their contract. Officers confirmed that Apprentices coming to the end of their contract are given support and advice, and are able to apply for jobs within Derby City Council. Councillors noted that Apprentices are given priority, after staff who have been redeployed, for recruitment to any available vacancies.

Officers informed the Committee that the draft Apprenticeship Strategy has been developed, involving key stakeholders within the council. The draft has been shared with the Apprenticeship Board and is due to be finalised at the next meeting of the

Board on 29 July 2019. Councillors noted that the Strategy will come to the next Personnel Committee meeting in September.

Councillors were informed that employers who pay the apprenticeship Levy and have unused apprenticeship funds can transfer up to 25% of their annual levy to other employers should they choose to. The Council can transfer up to approximately £195,000 this financial year. To optimise the use of the 25% Levy transfer options currently being explored include the possibility of transferring some of the Levy fund to Derby Homes. A briefing note has been taken to People Directorate Management Team to ask them to consider a range of options and policy issues to enable them to recommend a preferred approach to the Apprenticeship Board about how some or all of the 25% Levy transfer for 2019/20 could be invested with local partners.

Councillors asked whether there had been any advance on schools accessing the Levy as schools were reluctant to have apprentices because of day training commitment. Officers confirmed that 20% of the apprentice's week has to be in the training environment, working outside the normal role or classroom based training. Schools struggle with back fill for posts. Schools tend to take on new starts for Teaching Assistant apprenticeships at levels 2 and 3 but very few in other areas. Councillors noted that Derby University run a teacher conversion course for people with degrees, but currently there has been no take up. Officers confirmed that meetings had been planned with the Interim Director of Learning and Skills and the Senior School Improvement Officer to see if schools could be encouraged to access the Apprenticeship Levy Offer.

The Committee resolved to approve the recommendations of the report detailed below:

- 1. Note the levy payments made to date and the drawdown for training programmes that we have instigated as of 31 May 2019**
- 2. Note the number of new start and existing staff on apprenticeship programmes**
- 3. Note the progress made on the key work streams**
- 4. Note the development of a two year Apprenticeship Strategy**
- 5. Note the options put forward regarding the 25% Levy Transfer**

08/19 Establishment of Project and Change Management Resources

The Committee considered a report of the Strategic Director of Corporate Resources. The report was presented by the Director of Policy, Insight and Communications and the Director of Communities and Place.

Councillors noted that as part of an assessment of the project management, change and transformation needs of the Council, it was proposed to establish two teams, one in Communities and Place and one in the Corporate Core. Each team would have

distinct functions and different roles and responsibilities. However, there would be some synergies and overlaps for example in terms of governance/corporate compliance and developing a learning culture within the organisation.

Officers reported that the Communities and Place Directorate is responsible for the delivery of a number of major high profile projects and initiatives. The resource will comprise: Project Directors, Project Managers and Project Officers and would sit within a Project Management Hub, managed by the Director of Communities and Place. It would be deployed across the directorate as needed. The costs for the team could be met within existing revenue budget or from within the grant or capital budget allocated for each project. Amongst other services the team would provide:

- Flexible and agile project management resource for the Communities and Place Directorate
- Help deliver projects in a consistent, structured and professional approach
- Provide strong governance support for key projects.

Officers reported that the Corporate Core Team would consist of the Delivering Differently Team which was transferred to Policy, Insight and Communications (within Corporate Core) in March 2019. It was proposed to refocus and extend the work of this team to lead the "Change Derby" transformation programme. The resources in the team would consist of: Change Managers, Project Managers, Business Analysts and Project Support Officers. The posts would be funded for two years from July 2019 (or appointment) and would be funded from the Delivering Differently reserve (as approved by Council Cabinet on 12 June 2019). Councillors noted that there would be three key areas of focus for the team:

- Digital – use of technology to deliver better services
- Improve Culture – leadership visibility and empower managers
- MTFP – looking at budget challenges on services

Councillors noted that the roles of both teams are aligned with the Council's Project Delivery Role Framework and the Corporate Programme Management Office requirements (PMO).

The Committee resolved to: approve the recommendations of the report detailed below.

- 1. To approve additional project management resource within Communities and Place directorate set out in paragraph 4.2 of the report**
- 2. To approve change and project management resources within the Policy, Insight and Communications department (part of Corporate Core) as set out in paragraph 4.3 of the report**
- 3. To delegate any minor variations to the establishment to the relevant Strategic Director.**

MINUTES END