

# West Suffolk Joint Staff Consultative Panel

<b>Title:</b>	<b>Agenda</b>											
<b>Date:</b>	<b>Monday 25 September 2017</b>											
<b>Time:</b>	<b>3.00 pm</b>											
<b>Venue:</b>	<b>SE GFR14 West Suffolk House</b> Western Way Bury St Edmunds IP33 3YU											
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> To be elected <b>Vice Chairman</b> To be appointed</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><i>Forest Heath District Council</i></th> <th style="text-align: left; border-bottom: 1px solid black;"><i>St Edmundsbury Borough Council</i></th> <th style="text-align: left; border-bottom: 1px solid black;"><i>Staff Representatives</i></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">(3) <i>(Employers' Side)</i></td> <td style="text-align: center;">(3) <i>(Employers' Side)</i></td> <td style="text-align: center;">(6) <i>(Employees' Side)</i></td> </tr> <tr> <td>Ruth Bowman J.P. Rona Burt Stephen Edwards</td> <td>Bob Cockle Clive Springett Patricia Warby</td> <td>Lizzi Cocker Mark Johnson Claire McKenna Jane Orton Julie Roberts Vacancy</td> </tr> </tbody> </table>			<i>Forest Heath District Council</i>	<i>St Edmundsbury Borough Council</i>	<i>Staff Representatives</i>	(3) <i>(Employers' Side)</i>	(3) <i>(Employers' Side)</i>	(6) <i>(Employees' Side)</i>	Ruth Bowman J.P. Rona Burt Stephen Edwards	Bob Cockle Clive Springett Patricia Warby	Lizzi Cocker Mark Johnson Claire McKenna Jane Orton Julie Roberts Vacancy
<i>Forest Heath District Council</i>	<i>St Edmundsbury Borough Council</i>	<i>Staff Representatives</i>										
(3) <i>(Employers' Side)</i>	(3) <i>(Employers' Side)</i>	(6) <i>(Employees' Side)</i>										
Ruth Bowman J.P. Rona Burt Stephen Edwards	Bob Cockle Clive Springett Patricia Warby	Lizzi Cocker Mark Johnson Claire McKenna Jane Orton Julie Roberts Vacancy										
<b>Substitutes:</b>	Brian Harvey Carol Lynch	Carol Bull Beccy Hopfensperger	Dawn Goss Vacancy									
<b>The membership of this Panel needs not to be politically balanced.</b>												
<b>This meeting will be preceded at 2.30pm by the usual pre-briefings for the Employers' Side (GFR14) and the Employees' Side (Mayor's Parlour)</b>												

<b>Interests – Declaration and Restriction on Participation:</b>	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.
<b>Quorum:</b>	Three Members; comprising a minimum of one SEBC Councillor, one FHDC Councillor and one Staff Representative

<b>Committee administrator:</b>	<b>Emma Barrett</b> Administrative Support (Democratic Services) <b>Tel:</b> 01284 757022 <b>Email:</b> <a href="mailto:emma.barrett@westsuffolk.gov.uk">emma.barrett@westsuffolk.gov.uk</a>
---------------------------------	---

---

## Procedural Matters

**WHILST THESE AGENDA PAPERS ARE NOT COVERED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985, IN RESPECT OF THOSE ITEMS WHICH ARE LISTED AS CONTAINING EXEMPT/CONFIDENTIAL, MEMBERS OF THE PANEL ARE REQUESTED TO TREAT THEM AS SUCH**

### Part 1

**1. Apologies for Absence**

**2. Substitutes**

**3. Election of Chairman for 2017/2018**

The approved Terms of Reference for the West Suffolk Joint Staff Consultative Panel, requires that Chairmanship of the Panel shall alternate between the Employer's and Employees' sides. When the Chairman is a Member of one side of the Panel, the Vice-Chairman shall be a Member of the other side.

In 2017/2018, a Chairman is required to be elected from the Employers' Side.

The Panel is requested to **ELECT** a Chairman in accordance with this arrangement

**4. Appointment of Vice-Chairman for 2017/2018**

The approved Terms of Reference for the West Suffolk Joint Staff Consultative Panel requires that Vice-Chairmanship of the Panel shall alternate between the Employer's and Employees' side.

As the Chairman of the Panel shall be from the Employers' side, in 2017/2018, a Vice-Chairman is required to be appointed from the Employee's Side.

The Panel is requested to **APPOINT** a Vice-Chairman in accordance with this arrangement.

**5. Minutes**

**1 - 4**

To confirm the minutes of the meeting held on 30 January 2017 (copy attached).

**6. Apprenticeship Strategy**

**5 - 14**

Report No: **JSP/JT/17/003**

- |  |                |
|--|----------------|
| <b>7. Employer Pledge 'Time to Change'</b><br>Report No: <b>JSP/JT/17/004</b>  | <b>15 - 18</b> |
| <b>8. Suffolk Workplace Wellbeing Charter</b><br>Report No: <b>JSP/JT/17/005</b>   | <b>19 - 22</b> |
| <b>9. Joint People Strategy</b><br>Report No: <b>JSP/JT/17/006</b>   | <b>23 - 32</b> |
| <b>10. Update on Single Council</b><br>The Assistant Director (Human Resources, Legal and Democratic Services) to give an oral report. |                |
| <b>11. West Suffolk Workforce Data</b><br>Report No: <b>JSP/JT/17/007</b>  | <b>33 - 36</b> |

# West Suffolk Joint Staff Consultative Panel



**Minutes** of a meeting of the **West Suffolk Joint Staff Consultative Panel** held on **Monday 30 January 2017** at **3.00 pm** at the **Council Chamber, District Offices**, College Heath Road, Mildenhall, IP28 7EY

Present:	<u>St Edmundsbury Borough Council</u> (Employers' Side) Cllr Bob Cockle Cllr Clive Springett Cllr Patricia Warby	<u>Forest Heath District Council</u> (Employers' Side) Cllr Ruth Bowman Cllr Rona Burt Cllr Stephen Edwards	<u>Staff Representatives (Employees' Side)</u> Lizzi Cocker Mark Johnson Julie Roberts
----------	--	---	---

#### 34. **Apologies for Absence**

Apologies for absence were received from Claire McKenna and Jane Orton (Staff Representatives – Employees' Side).

#### 35. **Substitutes**

There were no substitutes present at the meeting.

#### 36. **Minutes**

The minutes of the meeting held on 25 July 2016 were accepted as a correct record and signed by the Chairman.

#### 37. **West Suffolk Programme/Projects - Presentation**

The Service Manager (Corporate Policy) gave a presentation on the arrangements for the delivery of projects across West Suffolk. The presentation outlined how the projects linked to the Strategic Plan Priorities and the Medium Term Financial Strategy (MTFS). The Service Manager informed Members that in order to meet the MTFS the emphasis of the projects had shifted towards investment rather than savings. The presentation also outlined the importance of effective project governance and project management, and highlighted the roles and responsibilities of Elected Members, Leadership Team and Service Managers. The Service Manager also explained how projects were building in and aligning capacity and also the different structures that projects could take.

Members held a brief discussion on the presentation and asked questions of the Service Manager to which comprehensive responses were provided.

There being no decision required, the Panel **noted** the presentation.

### 38. **Leadership Team Restructure**

The Head of HR, Legal and Democratic Services presented Report No: JSP/JT/17/001 which provided Members with an update on the proposed Leadership Team Restructure.

In response to Members' questions, the Head of HR, Legal and Democratic Services advised Members of the initiative behind the restructure to reflect the focus of future working of the Council. There would be no reduction in the number of posts and instead various areas of work would be re-allocated across Service Areas.

The Chairman voiced his opinion that whilst the Union understood the need for restructuring, the Council needed to ensure there were sufficient staff to operate efficiently and that staff were also receiving the support they needed. The Head of HR, Legal and Democratic Services also agreed and noted the concerns raised.

There being no decision required, the Panel **noted** the update.

### 39. **Shared Legal Service - Update**

The Head of HR, Legal and Democratic Services provided the Panel with an update on the progress with the Shared Legal Service with Forest Heath District Council, St Edmundsbury Borough Council, Babergh District Council and Mid Suffolk District Council.

Members were reminded that the objectives of the four authorities working in partnership through the Shared Legal Service were to:

- Add value and improve the legal service of all four Councils
- To reduce reliance on external lawyers
- To exploit economies of scale and increase efficiency and productivity
- To maintain a resilient and effective legal team

A cost share had been agreed between the four authorities to fund the Shared Legal Service. However there was no system currently in place which recorded the allocation of Officer case work. The Head of HR, Legal and Democratic Services explained that they were currently in the process of selecting and implementing a Case Management System which would assist with the recording of this data going forward.

In response to questions asked by Members, the Head of HR, Legal and Democratic Services explained that all staff would remain with their current employer.

The Chairman voiced his concerns that the workload for existing West Suffolk Lawyers could increase substantially by taking on additional work.

The Head of HR, Legal and Democratic Services concluded the update by informing Members that the current focus for the Shared Legal Service was to now recruit to the vacant posts and to progress with the selection and implementation of a Case Management System which could possibly be shared between ten authorities across Suffolk.

There being no decision required, the Panel **noted** the update.

#### 40. **Human Resources Policies - Progress**

The Service Manager (Human Resources and Organisational Development) provided an update on the progress of four new Policies and Strategies for West Suffolk. These new policies were:

- Workplace Wellbeing Strategy 2016-2019
- Mental Health at Work Policy 2016
- Mentoring Policy 2016
- Mediation Policy 2016

The Mental Health at Work Policy, Mediation Policy and Workplace Wellbeing Strategy were launched in September 2016, with the Mentoring Policy already being in place at this time.

The Service Manager explained that the Human Resources Team had been working together with other building users (Suffolk County Council, East of England Local Government Association, West Suffolk Clinical Commissioning Group) to promote Mental Health Awareness at Work. They had also been working with Suffolk Mind and Norfolk Mind to deliver a training programme across West Suffolk which aimed to raise manager's awareness of the responsibility they had over their staff's mental health at work. Training had also been offered to staff with the aim of helping individual's manage their own mental health and wellbeing and feedback had been positive. The Service Manager explained that these initiatives formed part of the Council's commitment to the Workplace Wellbeing Charter, which the Council signed up to last year.

There being no decision required, the Panel **noted** the update.

#### 41. **Workforce Data**

The Service Manager (Human Resources and Organisational Development) presented Report No: JSP/JT/17/002 which set out the West Suffolk workforce data for the period up to 31 December 2016. The report also provided a comparison between the data as it stood now and with that reported to previous meetings of the Panel during 2015/2016.

The Service Manager highlighted that the average age of employees had decreased by one year to 44 years. This was thought to have possibly been as a result of Managers having a more creative approach to the recruitment

and development of younger employees. Staff Turnover (Voluntary) had continued to decrease, as had the average days sick per full time equivalent (FTE) which remained below the National Average for Local Authorities.

Members held a brief discussion and asked questions of the Service Manager to which responses were provided.

With the vote being unanimous, it was

**RESOLVED:**

That the contents of the workforce data, attached as Appendix 1 to Report No: JSP/JT/17/002 be noted and supported.

The Meeting concluded at 3.47 pm

**Signed by:**

**Chairman**

---



# West Suffolk Joint Staff Consultative Panel



<b>Title of Report:</b>	<b>Apprenticeship Strategy</b>	
<b>Report No:</b>	<b>JSP/JT/17/003</b>	
<b>Report to and date/s:</b>	<b>West Suffolk Joint Staff Consultative Panel</b>	25 September 2017
<b>Portfolio holder:</b>	Councillor Stephen Edwards Portfolio Holder for Resources and Performance <b>Tel:</b> 01799 530325 <b>Email:</b> stephen.edwards@forest-heath.gov.uk	Councillor Ian Houlder Portfolio Holder for Resources and Performance <b>Tel:</b> 01284 810074 <b>Email:</b> ian.houlder@stedsbc.gov.uk
<b>Lead officer:</b>	Karen Points Assistant Director (Human Resources, Legal & Democratic Services) <b>Tel:</b> 01284 757015 <b>Email:</b> karen.points@westsuffolk.gov.uk	
<b>Purpose of report:</b>	<p>Link to OD Plan: 'Investing in people at recruitment stage. If there is a skills shortage, thinking wider and how we can bridge the gap and the time frame that suits the approach' is an objective in the Organisational Development Plan.</p> <p>This report outlines achievements to date and updates the panel on the progress made with apprenticeships, linked in particular to the new requirements and challenge of new apprenticeship standards and the Apprentice Levy and invites the panel to comment on the approach to be developed in our emerging new Workforce Strategy.</p>	
<b>Recommendation:</b>	<b>The West Suffolk Joint Staff Consultative Panel are requested to <u>NOTE</u> the contents of Report JSP/JT/17/003, being the Apprenticeship Strategy report.</b>	

<b>Key Decision:</b>  <i>(Check the appropriate box and delete all those that <b>do not</b> apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>		
<b>Consultation:</b>	<ul style="list-style-type: none"> <li>Unison, Leadership Team and Service Managers had been consulted on the Apprenticeship Strategy Report.</li> </ul>		
<b>Alternative option(s):</b>	<ul style="list-style-type: none"> <li>The introduction of new legislation regarding Apprentice Levy and Standards means that to do nothing is not an option.</li> </ul>		
<b>Implications:</b>			
<i>Are there any <b>financial</b> implications? If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> <li>See Appendix A attached</li> </ul>		
<i>Are there any <b>staffing</b> implications? If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> <li>See Appendix A attached</li> </ul>		
<i>Are there any <b>ICT</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li></li> </ul>		
<i>Are there any <b>legal and/or policy</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li></li> </ul>		
<i>Are there any <b>equality</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li></li> </ul>		
<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (after controls)
Failure to recruit apprentices and therefore loss of levy and skill development	Medium	Ensure effective recruitment including methods attractive to young people	Low
<b>Ward(s) affected:</b>		None	
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>		None	
<b>Documents attached:</b>		Appendix A – Apprenticeship Strategy	

## **Apprenticeships - West Suffolk 2017**

### **Purpose:**

Our Workforce Strategy 2014 -2016 contained a commitment to actively support young people in apprenticeship and skills development. The strategy set a target to increase entry routes for apprentices and the number of young people gaining basic skills, completing apprenticeships and securing onward employment. It had a focus on recruiting and retaining a workforce with the skills and values we need, and to promote jobs and careers as an employer of choice. Our current OD Plan identifies an action to invest in people at recruitment stage and work creatively to meet skill shortages and needs.

The Leadership team had previously, in 2013, identified an Organisational Design Principle to ensure each of the 9 services had an apprentice in their service.

The purpose of this report is to:

- outline what we have achieved to date with our apprenticeship programme, and note our obligations and challenges in regard to the new Apprentice Levy for 2017-18
- address some of the issues and questions arising from the Levy and new Apprenticeship standards.
- To consider our emerging approach to apprenticeships for the next 3 years as we develop our new Workforce Strategy

### **Background**

Our apprenticeship programme has continued to develop effectively since the OD principles were set with an apprentice post established in every service at the point when we became a shared workforce (2013-14). This immediately created 9 apprentice roles. In the current financial year (2017-18) we have 25 apprentice roles. From 2011 to 2015, 35 out of the 53 apprentices employed have gone on to secure permanent employment with the councils at the end of their apprenticeship.

We have also increased the number of staff members taking apprenticeship qualifications including Customer Service, Business Improvement and Management and Team Leadership. We currently have 15 members of staff (in addition to the 27 apprentices on apprenticeship contracts) completing work based apprenticeship qualifications.

The training delivered to date for 16-19 year olds has been government funded as part of their education. The cost of each apprentice has therefore been the actual wage for the apprentice paid at 'minimum wage for age' plus any actual pension on-costs. (There is no NI on apprentices). For those over 19 in some cases there has been an "employer contribution" cost for example, the West Suffolk College has a £1,000 standard additional fee for each apprenticeship.

To date we have recruited increasing numbers of apprentices following requests from the Service Managers against vacancies – an opportunistic approach linked to need. This has generally been very successful, (initially 9 increasing to 25). Our Request to Recruit form, completed for every vacancy, asks the recruiting manager if the role could be adapted to create an apprentice pathway. The figures below are based on our starts for those on Apprenticeship contracts from 2014 to 2016. The majority of our apprenticeship contracts are temporary, for 18 months, apart from Environmental Services, Motor Mechanics and Arboriculture which are 2 year contracts linked to the qualification.

Data shows the average age of our workforce has reduced by 2 years from age 44 to age 46 since June 2015, and

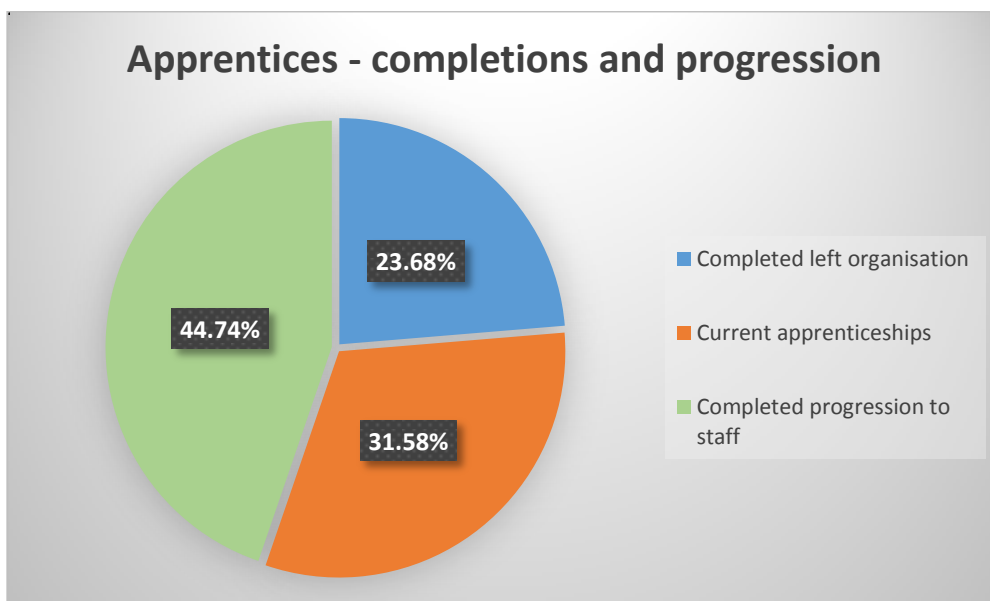
We have an increased number of staff aged under 30. (2015 13%, now 17%)

The % NEETS in West Suffolk has also reduced from 6.62% in December 2010 to 3.56% December 2016. (West Suffolk NEET age 16 -19). Overall unemployment is very low at 4.1%.

It is the ambition of the LEP to provide all the skills needed in Suffolk from the population of Suffolk - therefore 'growing our own' future workforce not only contributes to this ambition to support our economy but also towards the strategic objective to build healthy and active communities.

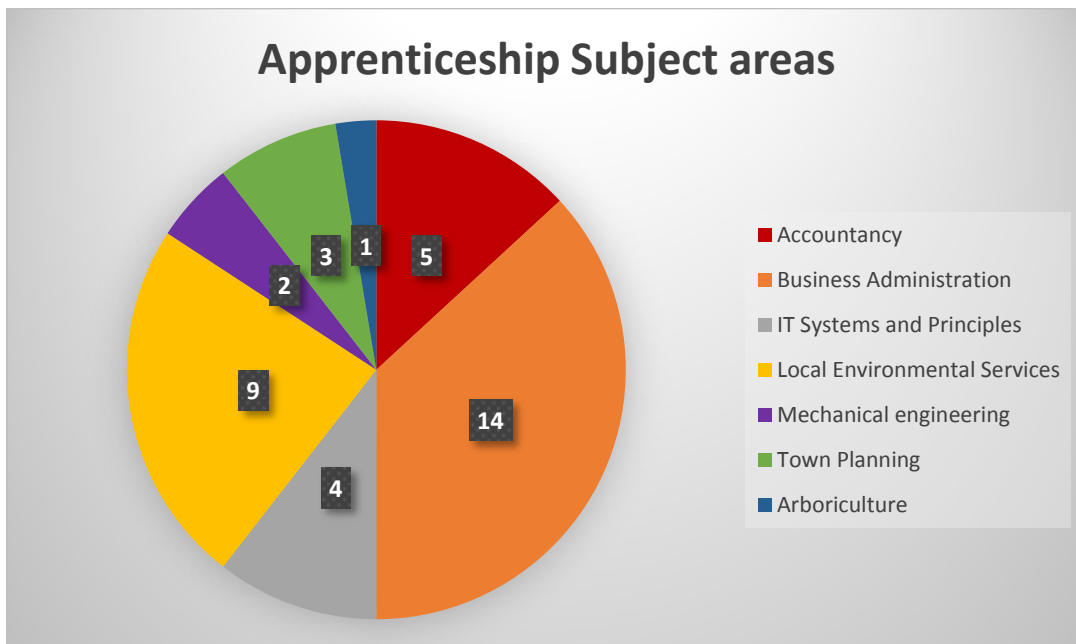
**Current Apprentices:**

From 2014 to date we have employed a total of 38 on apprenticeship contracts. 12 of these are currently still working towards their qualifications, 9 have completed and left the organisation and 17 have completed and progressed into employment within the Councils.



To date the apprentices have followed 7 different subject frameworks, 18 are at Level 2 and 20 are Level 3.

The level they start at is not necessarily related to age but assessed by the education provider based on their ability and the Service requirements for the job. The following shows the subject areas covered to date.



Local Environmental Services has been the pathway to recruit and support entry into the operations workforce which has been a useful recruitment and retention tool to employ school leavers into a largely manual and non-traditional apprenticeship pathway. This qualification is likely to disappear in the short term.

In response to skills shortages across the system in Planning the TCA funded a new Planning Apprentice cohort resulting in West Suffolk employing 3 Planning Technical Apprentices on a 50% cost share (employment costs and qualification).

### **Apprenticeship Levy: The Financials**

The Apprenticeship Levy marks the end of Government funded apprenticeship training for large organisations. For those with a pay bill of more than £3 million per annum there is levy taken by the HMRC monthly of 0.5%, reduced by an annual allowance of £15,000. This levy is held in a digital account for each employing council. The table below give details of our anticipated Levy payment for SEBC and FHDC April 2017.

## Apprentice Levy

Estimated 16.17 based on actual payroll Feb 17 and 25 established apprentice posts

<b>Organisation</b>	<b>Estimated Niabile pay for 16-17</b>	<b>0.5% (£000s)</b>	<b>Monies in digital account* (£000s)</b>
St Edmundsbury Borough Council	11.9m	59.5	<b>49</b>
Forest Heath District Council	4.6m	23	<b>8.8</b>
			<b>57.8</b>

\*0.5% levy less £15000 per council 'allowance' plus 10% HMRC contribution

Based on our expected intake for 2017-18 training we anticipate training fees of £69,000. However we are awaiting costs for several apprenticeships which will be influenced by the changing length of some of the standards. The estimated levy has been included as a payroll cost in the 2017-18 budget and it is then available to us to take back from our HMRC 'digital pot' to pay the training fee.

Further, this is based on budget for establishment whilst the actual 0.5 % is calculated including payments for any agency/consultancy staff liable to pay tax under IR35 rules so the levy could increase significantly.

Each West Suffolk council retains £15,000 of the 0.5% levy per annum. In any month where the training fees exceed the digital fund the government will pay 90% of the training overspend.

### **Implications of the Levy for Apprenticeship programme**

- We need to ensure that we spend up to or over our Levy payment each year. Any money not spent from the Levy pot will not be available for our use after 18 months.
- If we 'overspend' there is a government subsidy of 90% of the additional cost of the training but only while the digital account is in deficit as assessed on a monthly basis. We would need to find the (negligible) 10% for the training but it is however difficult to identify exactly how much of the additional 90% will be accessible to us over a 12 month period.

In any event there is no contribution to additional employment costs of more apprentices (i.e. wages and on-costs)

- It is clear that the levy is designed to encourage not only more apprenticeships but also for organisations to spend more than their levy and access the 90% 'top-up'. From the point of view of accessing funding for training it will be more beneficial for FHDC to employ more apprentices whilst ensuring that SEBC employ enough to get back their levy payment.
- From 2020 as a public sector employer we will be required to demonstrate that 2.3% of our workforce are working towards an apprenticeship qualification. From our initial modelling we estimate that we will need 15 apprentices at SEBC and 3 at FHDC to ensure that we fully recover our levy and meet the 2.3% target but to ensure we always meet this target we will need more than 15. We currently have 3.9% posts but 2.5% employed apprentices.
- The qualifications are also all changing with the introduction of the new "standards" replacing 'frameworks'. The costs of apprenticeship standards appear to be higher and the length longer:  
Accounting Level 3 - £9,000 (there will no longer be Level 2; 18 months)  
Customer Service Level 2 - £4,000  
Light vehicle maintenance Level 3 - £18,000 (no level 2; 3 years)  
Business Administration level 3 current charge for the old framework is £2,000. The new standard is currently under development and it is estimated that this will £4,000 to £6,000.
- All the above costs are from West Suffolk College who are currently our preferred provider and are already on the new Register of Providers. The qualification costs are banded and it is expected that most Providers will go for the upper cost end of the band and seek to justify value by offering additional 'added value' training, for example "First aid at Work" etc.
- Many of the new "standards" are not yet published so the cost or length of time is unclear. Where new standards are not available we default to the old frameworks whilst we can, some are disappearing over time and not necessarily at a point when a new framework is in place.
- Within the apprenticeship there is an additional requirement for employers to offer all apprentices 20% "off the job training" or 'guided learning hours'. It is likely that more study time will be required. Currently we offer ½ day a week to those on 'apprenticeship contracts' but no additional study time to staff studying towards apprenticeships.
- Providers are keen to emphasise to us the increased and key role of the manager/mentor within the new standards. This is likely to require more time from managers/mentors. The end assessment for apprenticeships is now independent of the education provider and may be exam or assignment based but marked separately.

- There have previously been access restrictions to apprenticeships – those with a Level 4 qualification including graduates can now undertake a higher level apprenticeship. There is no restriction on age but £1,000 is paid direct to employers by the Education provider for 16 to 18 year olds as a contribution to costs for young learners.

### **Issues for discussion/think piece**

The changes described raise a number of issues for us in relation to our future strategy on apprentices. We are recognised externally as being advanced in our approach to date but the views of LT/SMT are sought in relation to developing our new approach. In consultation with Providers, Managers and HR Business Partners and Advisors we are considering the following:

1. The number of apprentices should we have in our staffing establishment?  
*There is obviously a cost in employing apprentices.*

2. What are the skills and gaps that we wish to address and develop in our workforce through apprenticeships?

*The options are restricted to those pathways with recognised qualifications which lead us towards concentrating on professional areas (finance/HR/legal/planning, surveying, general business admin, arboriculture, IT, Mechanics).*

*Colleges need a good size cohort of guaranteed apprentices to offer a course.*

3. To take an organisation wide approach to apprenticeship numbers at the time of budget setting rather than taking a largely opportunistic approach  
*We need an oversight of who/how many/retaining of posts and budget/skills development/pathway to employment rather than the individual approach currently taken to make sure we retrieve our levy and use the budget and the opportunities to work for the two councils not just individual services*

*There is the potential of growth in the salaries budget.*

4. Given the establishment and associated budget across services for apprentices (based on 25 this year), the wage cost, the manager support role, and the need to retain and maximise the value of the levy, do we feel that we have the right number of apprentices and in the right places for the next two years?

*Good record of success so far; Waste is a problem because the standard has disappeared and we have no suitable provider; could we support more, the Planning Apprenticeship model funded by TCA across Suffolk councils could be expanded into other areas of skill shortage.*



5. Do we try to get as much of the 90% funding as possible:

More apprentices = more support and more wage cost; increased establishment

More staff doing apprenticeships = longer training period and cultural change, suitability of learning and qualification

Or do we seek to use our levy and move them into our workforce – quality programme rather than quantity?

**Summary:**

We have an opportunity and a need to agree our strategy on apprenticeships.

Levy is significant but retrievable if managed well

Apprenticeships are longer and more expensive

Contribution to training costs can increase (90/10) but is offset against cost of employing more apprentices.

Providers, Standards and process is still evolving and lacking in clarity

Management of the digital account is essential and a corporate resource pressure

Managers / mentors will need to be supported with suitable training and time.

This page is intentionally left blank

# West Suffolk Joint Staff Consultative Panel



<b>Title of Report:</b>	<b>Time to Change – Employer Pledge for Mental Health</b>	
<b>Report No:</b>	<b>JSP/JT/17/004</b>	
<b>Report to and date/s:</b>	<b>West Suffolk Joint Staff Consultative Panel</b>	25 September 2017
<b>Portfolio holder:</b>	Councillor Stephen Edwards Portfolio Holder for Resources and Performance <b>Tel:</b> 01799 530325 <b>Email:</b> stephen.edwards@forest-heath.gov.uk	Councillor Ian Houlder Portfolio Holder for Resources and Performance <b>Tel:</b> 01284 810074 <b>Email:</b> ian.houlder@stedsbc.gov.uk
<b>Lead officer:</b>	Wendy Canham Service Manager (Human Resources & Organisational Development) <b>Tel:</b> 01284 757006 <b>Email:</b> wendy.canham@westsuffolk.gov.uk	
<b>Purpose of report:</b>	Mind, together with Rethink Mental Illness, launched the biggest programme in England called Time to Change to address the issues around mental health. This campaign asks employers to sign an Employer Pledge setting out the actions it intends to take to support this within its organisation.	
<b>Recommendation:</b>	<b>The West Suffolk Joint Staff Consultative Panel are requested to <u>NOTE</u> and support the contents of Report JSP/JT/17/004, being the 'Time to Change' Employer Pledge for Mental Health.</b>	
<b>Key Decision:</b>  (Check the appropriate box and delete all those that <b><u>do not</u></b> apply.)	Is this a Key Decision and, if so, under which definition? Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	

<b>Consultation:</b>	<ul style="list-style-type: none"> <li>Unison and Leadership Team had been consulted on the contents of Report JSP/JT/17/004.</li> </ul>
<b>Alternative option(s):</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Implications:</b>	
Are there any <b>financial</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
Are there any <b>staffing</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
Are there any <b>ICT</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
Are there any <b>legal and/or policy</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
Are there any <b>equality</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
<b>Risk/opportunity assessment:</b>	N/A
<b>Ward(s) affected:</b>	None
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>	None
<b>Documents attached:</b>	Appendix A – Employer Pledge ‘Time to Change’

## **Time to Change Employer Pledge**

As part of our commitment to supporting mental health in the workplace we will be signing up to the national initiative of Time to Change Employer Pledge.

### Background

We started this journey some 18 months ago when we committed to being part of the Suffolk Wellbeing Charter group, working across and with our partners in Suffolk to deliver excellence standards relating to a comprehensive framework specifically designed at the wellbeing of our staff.

One of those standards is specifically Mental Health & Wellbeing and this is also supported by our recent Mental Health at Work policy and our own Wellbeing Strategy.

We have worked closely with Suffolk and Norfolk Mind to deliver training to our Leadership team, managers and staff, raising awareness of mental health issues supported by ongoing related training which is now part of our corporate training programme.

It is well evidenced that mental health can affect anyone, it is the leading cause of sickness absence costing UK employers some £2.4 billion per year. Mind suggest that 1 in 4 people will have a mental health issue this year – with many too worried to share it for fear of discrimination .

We can have a real impact on the people around us if we are all aware of our attitude towards mental health. Mental health is everyone's business and responsibility – whether that is in terms of maintaining our own mental health but also being respectful and supportive of poor mental health of others.

Mental health is high on the government agenda, and yet still there is insufficient resource to fully support it. There is still stigma attached to mental health problems and this means that people do not feel comfortable talking about those problems, sharing them, and often hide them, masking the issues. It is healthy to talk about feelings, to let others know how you are feeling and to feel safe to do so.

Looking after the mental health of our staff is everyone's responsibility. It is not just written in a policy or documented in a report. It is not fixed by arranging activities which embrace mental health but it is about a continuum of support, advice, activity, understanding, management. We will not "crack" mental health but we can make a difference in supporting our people.

## The Pledge

Time to Change is led by two organisations – Mind and Rethink Mental Illness. They have encouraged organisations to sign a pledge of commitment towards supporting mental health in the workplace and to complete an Employer Pledge action plan. This focuses on now and the future, ensuring there is senior leadership buy in and that commitment is given to raising awareness of mental health, working towards an environment when staff feel able to seek support and openly discuss issues.

Our action plan has been approved by Mind and Rethink Mental Illness on the basis that much of the ground work has been done and successfully achieved. There was very little amendment as the feedback was that there was already a strong level of commitment shown so far but for us the work starts now.

Our pledge, which will be published on the Time to Change wall, is “we are committed to protecting our employees’ health and safety and welfare. We will continue to support staff with regards to mental health issues, by increasing awareness of mental health issues through our councils, initiating actions to prevent and manage issues of mental health and by supporting our managers to help support their staff to stay well and in work.”

The pledge was signed by Cllr Terry Clements, Mayor and Cllr Steve Edwards as portfolio holder for Resources & Performance, along with colleagues on Wednesday 13 September at 11.00 a.m. at West Suffolk House and marked our commitment.

As part of the pledge, and in the coming months, we will be looking for some of our staff to become “champions” in the organisation, who may or may not have experienced mental health issues but who will be committed to joining the campaign to support our commitment and help break down stigma and discrimination in the workplace.

# West Suffolk Joint Staff Consultative Panel



<b>Title of Report:</b>	<b>Suffolk Workplace Wellbeing Charter</b>	
<b>Report No:</b>	<b>JSP/JT/17/005</b>	
<b>Report to and date/s:</b>	<b>West Suffolk Joint Staff Consultative Panel</b>	25 September 2017
<b>Portfolio holder:</b>	Councillor Stephen Edwards Portfolio Holder for Resources and Performance <b>Tel:</b> 01799 530325 <b>Email:</b> stephen.edwards@forest-heath.gov.uk	Councillor Ian Houlder Portfolio Holder for Resources and Performance <b>Tel:</b> 01284 810074 <b>Email:</b> ian.houlder@stedsbc.gov.uk
<b>Lead officer:</b>	Wendy Canham Service Manager (Human Resources and Organisational Development) Tel: 01284 757006 Email: wendy.canham@westsuffolk.gov.uk	
<b>Purpose of report:</b>	The Workplace Wellbeing Charter, with the commitment of the Chief Executives to act as a champion project sponsor, is a statement of intent and commitment to supporting and improving the health and wellbeing of employees.	
<b>Recommendation:</b>	<b>The West Suffolk Joint Staff Consultative Panel are requested to <u>NOTE</u> the contents of Report JSP/JT/17/005, being the Suffolk Workplace Wellbeing Charter and note that following the submission of the Charter, the Council will be due to have an initial assessment in October 2017 led by Public Health England.</b>	
<b>Key Decision:</b>  (Check the appropriate box and delete all those that <b><u>do not</u></b> apply.)	Is this a Key Decision and, if so, under which definition? Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	

<b>Consultation:</b>	<ul style="list-style-type: none"> <li>Unison and Leadership Team had been consulted on the contents of Report JSP/JT/17/005.</li> </ul>
<b>Alternative option(s):</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Implications:</b>	
Are there any <b>financial</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
Are there any <b>staffing</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
Are there any <b>ICT</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
Are there any <b>legal and/or policy</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
Are there any <b>equality</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
<b>Risk/opportunity assessment:</b>	N/A
<b>Ward(s) affected:</b>	None
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>	None
<b>Documents attached:</b>	Appendix A – Suffolk Workplace Wellbeing Charter Appendix B – Submission of Evidence for the Charter



## **Suffolk Workplace Wellbeing Charter**

### **Background**

The Workplace Wellbeing Charter is a statement of intent and commitment to supporting and improving the health and wellbeing of employees. It is no surprise that work has a strong influence on mental and physical health and wellbeing of individuals.

The first Workplace Wellbeing Charter was developed in Liverpool and to date there are 30 other variations that exist across England. In 2012/13 Public Health England commissioned a review to produce a national set of standards. The revised Charter was launched in June 2014.

Currently there are no existing schemes or providers in the East of England. A paper to Suffolk Chief Executives asked for their support for the introduction of the Charter, in their own organisations and in partnership across Suffolk. This committed the Chief Executives of those organisations to act as a champion project sponsor; commit the organisation to working towards the Charter and to nominate a Co-ordinator and Assessors within the organisation to take the Charter forward.

The Suffolk organisations working together on this project at present are Suffolk County Council, Babergh & Mid Suffolk Councils, Suffolk Coastal & Waveney Councils, Ipswich Hospital, EELGA, Cambridge Universities Hospital NHS Foundation Trust / West Suffolk NHS Foundation Trust; Tendering District Council and Public Health East England.

### **The Charter**

The Charter aims to address health and wellbeing issues within the workplace and provides a framework and a set of standards to benchmark, evaluate and improve health and wellbeing support in a co-ordinated and consistent way across the Suffolk system.

The Charter standards are:-

- Leadership
- Absence Management
- Health and Safety
- Mental Health
- Smoking and Tobacco
- Physical Activity
- Healthy Eating

- Alcohol and Substance Misuse

There are three levels of achievement for each standard:

Commitment  
Achievement  
Excellence

The Suffolk group commitment was that all organisations achieve the level of excellence by January 2019.

### **Current position**

Wendy Canham, Service Manager (Human Resources & OD) and Martin Hosker, Health & Safety Manager are project leads for the Charter for West Suffolk councils. It was always our intention to make a West Suffolk councils submission, in all 8 standards, within an 18 month period.

We have made our submission and are due to have an initial assessment later in October, which will be led by Public Health England. We will be the first of the cohort to make a full submission in all three levels of achievement in the 8 standards.

When preparing the work for submission it was clear that at West Suffolk councils a great deal of good work had already been done but it gave us gaps where we needed to reinforce or realign our priorities to ensure we could submit our submission.

As we are the first organisation to make our submission we have also committed to remaining in the cohort to help our partners to work towards completing their assessments within the agreed timescale. As it is the first submission we are also mindful that there will be some learning from the process and from any recommendations made or any award of the Charter.

The submission is attached for information.

# West Suffolk Joint Staff Consultative Panel



<b>Title of Report:</b>	<b>Joint People Strategy</b>	
<b>Report No:</b>	<b>JSP/JT/17/006</b>	
<b>Report to and date/s:</b>	<b>West Suffolk Joint Staff Consultative Panel</b>	25 September 2017
<b>Portfolio holder:</b>	Councillor Stephen Edwards Portfolio Holder for Resources and Performance <b>Tel:</b> 01799 530325 <b>Email:</b> stephen.edwards@forest-heath.gov.uk	Councillor Ian Houlder Portfolio Holder for Resources and Performance <b>Tel:</b> 01284 810074 <b>Email:</b> ian.houlder@stedsbc.gov.uk
<b>Lead officer:</b>	Karen Points Assistant Director (Human Resources, Legal & Democratic Services) <b>Tel:</b> 01284 757015 <b>Email:</b> karen.points@westsuffolk.gov.uk	
<b>Purpose of report:</b>	The Suffolk Wide OD Plan lists Three People Strategy Themes as being Cross-Organisational working, Leading across boundaries and Developing skills.  With this in mind an agreement has been reached across the public sector system in Suffolk to work collaboratively with each other to provide the best possible outcomes for the people of Suffolk.	
<b>Recommendation:</b>	<b>The West Suffolk Joint Staff Consultative Panel is requested to <u>NOTE</u> and support the contents Report JSP/JT/17/006, being the Joint People Strategy.</b>	

<b>Key Decision:</b>  <i>(Check the appropriate box and delete all those that <b>do not</b> apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>
<b>Consultation:</b>	<ul style="list-style-type: none"> <li>Suffolk County Council, Babergh and Mid Suffolk District Council, East Suffolk District Council, Ipswich Borough Council, the NHS, Police and Unison have been consulted on the contents of Report JSP/JT/17/006.</li> </ul>
<b>Alternative option(s):</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Implications:</b>	
<i>Are there any <b>financial</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
<i>Are there any <b>staffing</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
<i>Are there any <b>ICT</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
<i>Are there any <b>legal and/or policy</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
<i>Are there any <b>equality</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
<b>Risk/opportunity assessment:</b>	N/A
<b>Ward(s) affected:</b>	None
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>	None
<b>Documents attached:</b>	Appendix A – Joint People Strategy

## Suffolk Joint People Strategy

*June 2017- December 2019*

### Strategy Context:

The Suffolk-Wide Working (SWW) OD/HR group exists to take action in the employment and people management arena where collaboration and joined-up working leads to improvement to outcomes for the people of Suffolk. The group was originally part of the SWW initiative supported by the Transformation Challenge Award (TCA) fund.

The OD/HR group consists of HR leaders from public sector organisations across the Suffolk System, supported and facilitated by one Organisation Development Lead from Suffolk County Council. The group currently has membership from the following organisations:

- a. Babergh and Mid-Suffolk District Councils
- b. Suffolk Coastal and Waveney District Councils
- c. Ipswich and East Suffolk, West Suffolk and Great Yarmouth & Waveney CCG's
- d. Suffolk Constabulary
- e. St Edmundsbury Borough & Forest Heath District Councils
- f. East Coast Community Healthcare CIC
- g. Norfolk & Suffolk NHS Foundation Trust
- h. Suffolk County Council

The group has grown since its inception. The intention remains that over time the group membership will broaden to include further public sector organisations.

### Review of Suffolk Joint People Strategy February 2016 – May 2017

During a review meeting the following learning points were established and will be applied to improve the prospects of more efficient work delivery over the next 18-month planning period. We need to work with more pace, ensuring our work is well defined up front, resourced, monitored and impactful once delivered. We must also ensure we remain to be responsive to emergent needs ensuring we resource priorities as appropriate.

#### What factors positively influenced and enabled successful delivery?

- a) Funding availability - Application of TCA funding has actively supported development and implementation of interventions; for example, the planning apprenticeship programme.

- b) Common purpose and direct business benefit – Where partners could clearly see a business need would be delivered, these work areas were appropriately resourced and given priority for delivery.
  - Examples include the planning apprentice programme – this responds to a regional shortage of planning resources with a direct link to Suffolk’s aspirations for economic growth through provision of house building.
  - Suffolk Graduate Programme – all partners could see the benefit of growing talent and future system leadership capacity together. Development of an initial joint leadership paper unified the group. This work is sponsored by SCOLT, partner Chief Executives and Senior Leadership Teams.
- c) Upfront clarity of anticipated outcomes and deliverables.
- d) Fully resourcing work and consistent team effort from across participating partners.
- e) Applying the learning that has taken place as we have worked together over the last 12-months. Listening and responding to each other’s feedback appropriately.

#### **Cross System Strategic HR/OD Inputs:**

The Heads of HR/OD met in a workshop format to identify the Strategic HR inputs for the next 18-months (June 2017 onwards), common themes and shared future issues. These are captured below:

- Health and Social Care Integration – STP, supporting Alliances and steps to achieve greater integration. Minimal HR/OD resource allocated to this work which instinctively feels wrong.
- East Suffolk and West Suffolk Council’s development and implementation of a combined singular entity council.
- Implementation of strategies to improve the provision of hard to fill vacancies e.g. Coastal Engineers, Planners, Building Control Officers, Lawyers, Asset Management. Many partners cited a common trend regarding difficulty in resourcing specialist and technical roles e.g. 150 planning vacancies across the Eastern Region (52 LA’s).
- Employer Branding – Improving the Suffolk employment brand; working to make Suffolk a place future employees would aspire to live, work and develop their career.
- Recruitment – maximisation of social media; more join up to sell public services in the area; link to economic development and aspiration for investment in Suffolk, including skills attraction.
- Improve join up with economic development teams specifically in promoting the benefits of working in Suffolk – link to growth and bringing critical skills into the

county. Better join up with the Anglia Local Enterprise Partnership to understand workforce related objectives and role of Suffolk LA's.

- Working with transformation themes / skills shortages / retention risk areas / roles that would drive inclusive growth. Growth recognised as a priority. What tangible activities can we support and deliver?
- More connection with the Skills Team, Anglia Local Enterprise Partnership and TCA Pillars to enable better join up and contribution to strategic HR and OD planning.
- Developing strategies for workforce pay, reward and recognition over the next 2 -3 years; particularly in the backdrop of local authority pay not keeping up with the rate of inflation.
- Learning together – Learning needs analysis, commissioning and learning together on specific themes such as leadership and management development.
- Review organisation skills gaps and match with apprenticeships; potentially increase viability of securing training provision through economies of scale and joint groups.
- Apprenticeships – maximising the investment in the levy and the opportunity for workforce remodelling. Taking a joint approach for numbers of apprenticeships to engage local training delivery.
- Talent management – Developing talent (particularly at senior level), sharing talent and developing talent facilitators. (West and East Councils interested with NSFT).

## Emergent Themes

In reviewing the collective HR Strategic Inputs identified and considering these alongside our learning from the last 12-months, the following work themes apply to most or all of the partners, as all partners were raising identical issues therefore establishing common purpose and business benefits.

Theme Title	Link to Strategic Inputs
<b>Suffolk Wide Resourcing Strategy</b>	<p><b>Attracting Skilled Resource to Suffolk</b></p> <ul style="list-style-type: none"> <li>• Suffolk branding</li> <li>• Link with New Anglia LEP</li> <li>• Economic Development</li> <li>• Skilling up for Inclusive Growth</li> </ul> <p><b>Recruiting &amp; Retention for Hard to Fill Roles</b></p> <ul style="list-style-type: none"> <li>• Implementing Pan-Suffolk strategies</li> <li>• Maximising social media</li> <li>• Improve join up with economic development</li> </ul>
<b>Developing 21<sup>st</sup> Century Skills for Suffolk</b>	<ul style="list-style-type: none"> <li>• Apprenticeship Reform</li> <li>• Matching skills gaps to apprentices</li> <li>• Learning Together – Leadership &amp; Management</li> </ul>

**Objectives:**

**Attracting Skilled Resources to Suffolk**

- 1. Across participating partner's organisations identification of roles that are:**
  - In short supply and difficult to recruit first time
  - Often subject to vacancy with extended fulfilment timescales
  - Often involve candidates being sourced outside the immediate locality
  - Subject to increasing demand, where supply across the system cannot be fulfilled
  - Required in the future, expected to be subject to increased demand
  
- 2. Engagement with New Anglian LEP and Economic Development**
  - Evaluate Anglian LEP objectives for skills development and attracting talent to Suffolk with a view to join up work delivery to ensure plans support the overall objective.
  - Seek opportunities to collaborate.
  
- 3. Scope the development of a set of resources that can be used across Suffolk Partners for use during recruitment campaigns and specific roles.**
  - Ensure fit with linked work on social media
  - Development of a strong Suffolk public sector employment brand
  - Ensure congruent with objectives of Anglian LEP and economic development functions.
  - Resources – e.g. Micro website, Page Tiger, FaceBook page...

**Recruiting & Retention for Hard to Fill Roles**

- 4. Develop specific strategies for hard to recruit roles.**
  - Identify current and future resourcing capacity required to establish scale of recruitment project (role demand).
  - Develop specific strategies as required to improve specific recruitment needs; work with the business and specialists as required.
  - Link with appropriate third parties to fulfil strategy e.g. education providers, occupational standards authorities, EELGA and Anglian LEP.
  - Assess implementation of specific attraction tools e.g. market forces supplement, joining incentive payments
  
- 5. Use of Social Media and other specialist digital platforms**
  - Research and understand how social media and digital platforms can be used strategically to increase reach and exposure of hard to recruit roles.
  - Upskill specific teams in application of social media for specific recruitment campaigns. Provide development and skills training as required.
  - Develop specific strategy for use of social media for specific recruitment with supportive tools and build capability across the system.



### Objectives:

#### 1. Using the data and information output from the 'Attracting Skills to Suffolk' work area to:

- Identify where with workforce remodelling apprenticeships could contribute to skill shortages in both the short and long-term. Assess if work be organised differently to promote use of apprentices at various levels in the organisation.
- Identify where there are similar requirements (e.g. planning) and develop a joint approach making the provision of a learning delivery partner more viable with larger volumes of apprentices.

#### 2. Learning Together

- Conduct a high-level learning needs analysis to establish management and leadership development requirements across the participating partners.
- Identify any common learning needs and seek to fulfil in the most cost efficient and impactful way.
- Learn together and share experiences to contribute to greater understanding of system wide issues.

## Governance of work projects

- All work to be fully scoped, assigned an owner, documented with clear objectives, outcomes and timescales.
- All work to have one senior sponsor for unblocking issues and providing a link at regular monthly meetings.
- Ensure work groups and individuals working on projects have more direction and are clear about work deliverables and expectations from the HR Leads e.g. attending meetings for progress updates, completing progress forms.
- The 18-month delivery plan to be revisited each quarter for reporting on project delivery and for relevance of the existing plan and for consideration of amendments or additional work.

## Other areas agreed

- We will continue to hold monthly meetings in partner venues around the county.
- We will prioritise our attendance and send apologies if we are unable to attend, considering a suitable replacement if possible.
- We will build into our monthly agenda a slot to examine any new work or initiatives partners are about to work on to explore if there is the opportunity to;
  - Collaborate from the outset
  - Share investment and resourcing
  - Share existing work, research and information to assist with the work area
  - Share contacts, networks to enable quick supply of information or resources
- Continue to seek out efficiencies with procurement, joining up where appropriate and opportunistic. We recognise that most procurement opportunities are in the areas of Learning & Development and an existing cross system group has this as an ongoing principle.
- Continue to support the SWW TCA pillar activity as required, namely the 'Growth' and 'Localism' work areas and recognise that the specific work scope and delivery is currently difficult to define. We will:
  - Continue to send a representative to attend the 'System Working Group Forum' TCA to represent HR & OD work requirements; being influential and an active member (James Mehmed will replace Kate Coplestone).
  - Remain agile to support work as this emerges, providing resources are available and the work is seen as impactful.
  - Accept that work deliverables are not black and white and accept a degree of ambiguity with this work area.

## Proposed changes to how we work over next 12-months

- James Mehmed (OD Lead) to facilitate monthly meetings; please contribute to the formation of agenda's as requested and confirm attendance to meetings.
- Make our future pipeline of work more relevant to partners, applying the learning that resourcing work delivery happens when each partner see's the benefits to the business.
- Establish smaller groups / subsets to deliver work that interests them e.g. NSFT and West/East Councils for Talent Development work. Other work can happen 'off-plan'.
- Partners to use the group as a 'thinking' space; partners to bring work issues and for the group to contribute to early planning, challenge and idea generation. Items do not

have to be directly linked to partners work and unlikely to given the scope of responsibilities across the group.

#### **Costs and sources of funding**

- Costings will need to be produced as part of the planning of specific projects, and any funding required will need to be agreed by all participating partners or as appropriate by the Officers Working Group if access to the TCA funding is required.

#### **Next steps**

- Agree the themes and planned activities, their relative priority and the resources required.
- Agree high-level timescales.
- Assign a sponsor to each of the three themes and identify leads for HR teams to commence scoping.
- Scoping to be signed off by SWW Heads of HR. Learning from the last 12-months delivery informs us that our people need greater clarity, direction and monitoring of progress. We will put this in place going forward.
- Develop one over all work plan (amalgamation of all separate plans) with actions, accountable person, deliverable and timescales. Plan to be monitored regularly at monthly meetings (increased control).

**James Mehmed**

OD Lead

Suffolk County Council

This page is intentionally left blank

# West Suffolk Joint Staff Consultative Panel



<b>Title of Report:</b>	<b>West Suffolk Workforce Data</b>	
<b>Report No:</b>	<b>JSP/JT/17/007</b>	
<b>Report to and date/s:</b>	<b>West Suffolk Joint Staff Consultative Panel</b>	25 September 2017
<b>Portfolio holder:</b>	Councillor Stephen Edwards Portfolio Holder for Resources and Performance <b>Tel:</b> 01799 530325 <b>Email:</b> stephen.edwards@forest-heath.gov.uk	Councillor Ian Houlder Portfolio Holder for Resources and Performance <b>Tel:</b> 01284 810074 <b>Email:</b> ian.houlder@stedsbc.gov.uk
<b>Lead officer:</b>	Wendy Canham Service Manager (Human Resources and Organisational Development) Tel: 01284 757006 Email: wendy.canham@westsuffolk.gov.uk	
<b>Purpose of report:</b>	To provide an update on the comparison of the West Suffolk Workforce Data since last reported to the Panel in January 2017.	
<b>Recommendation:</b>	<b>The West Suffolk Joint Staff Consultative Panel are requested to <u>NOTE</u> and support the contents of Report JSP/JT/17/007, being the West Suffolk Workforce Data report.</b>	
<b>Key Decision:</b> <i>(Check the appropriate box and delete all those that <b>do not</b> apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
<b>Consultation:</b>	• N/A	
<b>Alternative option(s):</b>	• N/A	

<b>Implications:</b>	
Are there any <b>financial</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
Are there any <b>staffing</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
Are there any <b>ICT</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
Are there any <b>legal and/or policy</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
Are there any <b>equality</b> implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •
<b>Risk/opportunity assessment:</b>	N/A
<b>Ward(s) affected:</b>	None
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>	None
<b>Documents attached:</b>	Appendix A – Workforce Data

### Workforce Data Headlines

Workforce data headlines, as incorporated in the Balanced Scorecard, up to 30 June 2017.

	As of 30/06/2015	As of 31/12/2015	As of 30/06/2016	As of 31/12/2016	As of 30/06/2017
Headcount (All)	641	629	634	624	641
Headcount (Permanent)	599	596	587	581	588
Full Time Equivalent (All)	581.51	573.91	584.07	576.00	589.88
Full-Time Equivalent (Permanent)	541.40	543.60	542.42	535.31	541.54
Full Time v Part Time	76.91% / 23.09%	77.74% / 22.26%	79.34% / 20.66%	79.17% / 20.83%	78.00% / 22.00%
Average Age	46	45	45	44	44
Gender	51.95% Male 48.05% Female	52.31% Male 47.69% Female	53.00% Male 47.00% Female	53.21% Male 46.79% Female	52.42% Male 47.58% Female
Staff Turnover (Voluntary)	9.62%	10.65%	9.06%	8.74%	9.41%
<b>Sickness Absence</b>					
Total days lost due to absence	4002	3948	3988	3720	3864
Average days absence per FTE	6.83	6.75	6.81	6.48	6.65
Short term absence (days)	2271	2129	1862	1839	1901
Long term absence (days)	1731	1819	2126	1881	1963
National Average - Local Authorities CIPD 2013	8.70 days	8.70 days	8.70 days	8.70 days	8.70

Average sickness as at 31/8/17 is 6.24 days (2.76% of working time) compared with 6.69 for last year the same period.

This page is intentionally left blank