



PERSONNEL COMMITTEE

10.00 AM - TUESDAY, 1ST SEPTEMBER 2015

COMMITTEE ROOMS 1/2 - PORT TALBOT CIVIC CENTRE

PART 1

1. To receive any declarations of interest from Members.

Report of the Head of Human Resources

2. Equalities Employment Information 2014-2015 (*Pages 5 - 24*)
3. HR Support to Schools Budget Setting Process and SSIP - Spring 2015 (*Pages 25 - 34*)

Report of the Head of Community Care and Commissioning Services

4. Officer Non-Executive Urgency Action No: 0412 - Amendment to the Established Structure within the Homecare Service (*Pages 35 - 38*)
5. Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Section 100B (4) (b) of the Local Government Act 1972.
6. Access to Meetings - to resolve to exclude the public for the following items pursuant to Section 100A (4) and (5) of the Local Government Act 1972 and the relevant Exempt Paragraphs of Part 4 of Schedule 12A to the above Act.

PART 2

Private Report of the Director of Social Services Health and Housing

7. Urgency Action 0013 - Extension to the existing contractual term of Mr. P. Oakeshott's Consultancy Agreement (*Pages 39 - 40*)

Private Report of the Head of Human Resources

8. Request for Time Off for Trade Union Activities (*Pages 41 - 44*)

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Tuesday 25th August, 2015

Committee Membership:

Chairman: Councillor A.N.Woolcock

Vice Chairman: Councillor S.Jones

Members: Councillors Mrs.R.Davies, Mrs.J.Dudley,
Mrs.L.H.James, E.V.Latham, Ms.C.Morgans,
Mrs.K.Lloyd, S.Rahaman, P.A.Rees, A.L.Thomas and
A.H.Thomas

**Non Voting
Member:** Councillors M.L.James, Mrs.S.Miller, P.D.Richards,
J.Rogers and A.J.Taylor

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CHIEF EXECUTIVE'S OFFICE

HEAD OF HUMAN RESOURCES – S.REES

1st September 2015

SECTION A - MATTER FOR DECISION

WARDS AFFECTED: All

Equalities Employment Information 2014-2015

1. Purpose of Report

To seek Members approval for the publication of equalities employment information for the year 2014 - 2015, prior to its publication on the Council's website, and the employment-related equality objectives.

2. Background

The legislative framework

The general public sector equality duty under the Equality Act 2010 came into force in April 2011 and it requires public bodies to:

- 1) Eliminate discrimination
- 2) Advance equality of opportunity
- 3) Foster good relations between different groups.

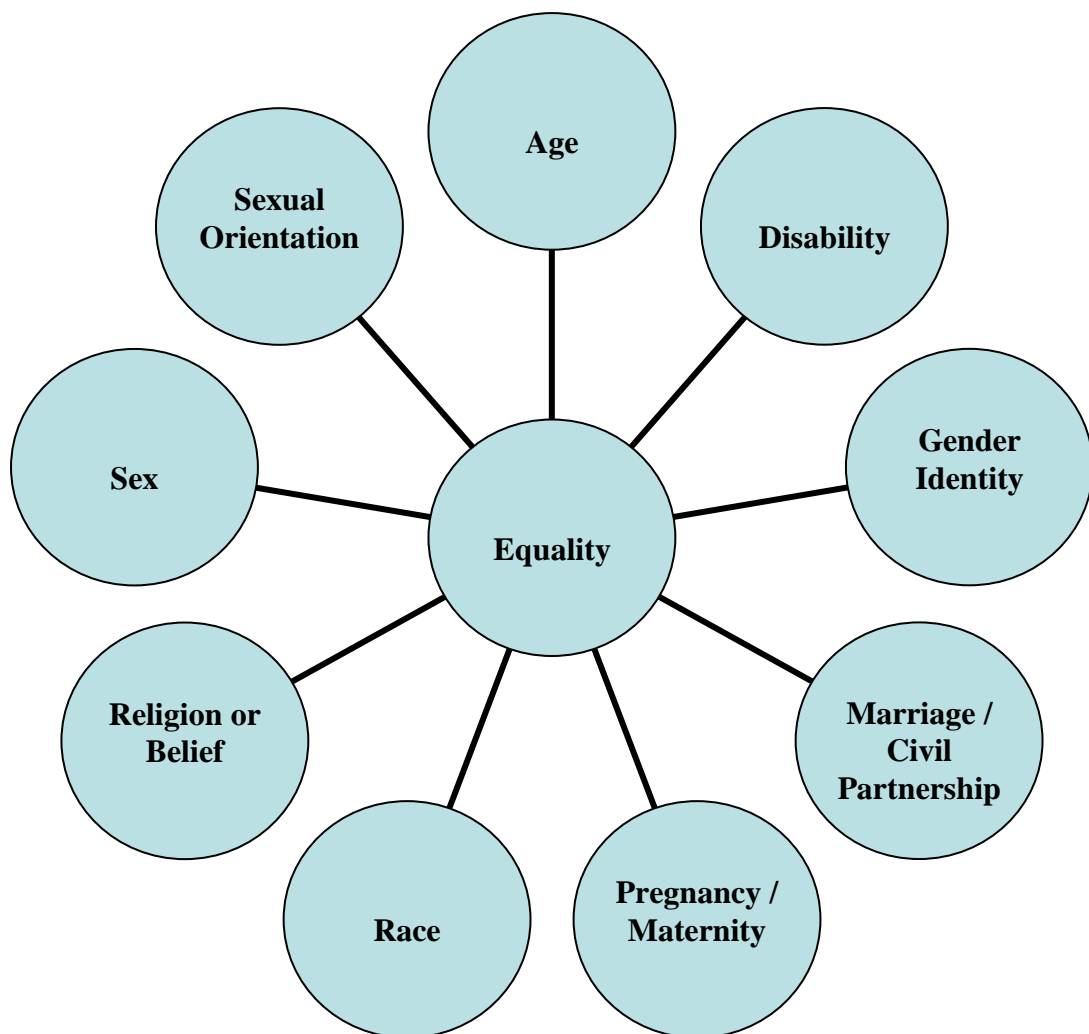
In addition to the general equality duty there are specific duties which came into force within 2011. Under the specific duties, Public Bodies are required to:

- Prepare and publish one or more equality objectives
- Publish information to demonstrate compliance with the general equality duty. This includes information relating to persons who share a relevant protected characteristic who are its employees or other persons affected by its policy and practice

The duty to publish information

As set out in the Regulations of the Equality Act 2010, all Public Authorities were required to publish specified information to demonstrate their compliance with the Public Sector Equality Duty by 31st March 2012, then at subsequent intervals, of not greater than one year. Any gaps in the specified information should be clearly identified, the reasons for the gaps, and the measures that are being to address the gaps in future.

The diagram below details the characteristics that are protected under the Equality Act 2010



In compliance with our duty to publish information the Council produces an annual employment monitoring report which presents a statistical picture of the Council's workforce from recruitment through to exit.

3. The Equalities Employment Information

The data has been analysed by the protected characteristics of gender, race, disability and age and by specific criteria. The data in relation to these characteristics is of good quality. However, there are gaps in the information that the Council is currently able to collect in relation to the following protected characteristics: gender reassignment, pregnancy and maternity, religion and belief and sexual orientation

The data set out in Appendix 1 is either for the 12 month period 1st April 2014 to 31st March 2015, or, where appropriate, a snapshot of the workforce on 31st March 2015.

The data has been collated from the Vision employee record database, with the exception of recruitment (for which there is a separate database) and training (for which there is limited use of the corporate database).

4. Employment-Related Equality Objectives

The Council's Strategic Equalities Plan includes the following employment-related objectives:

- Ensure our employment and recruitment processes promote fairness and equality for all. Part of this objective is to expand data collection to all protected characteristics.
- develop pay and employment data to better understand the reasons for the pay gap and to identify any actions which may be feasible to close the pay gap.

Under its commitment to developing data in relation to the protected characteristics, and pay and employment data, the Council has established a development project under the Efficiencies Programmes Board. Dedicated resource has been allocated to this project, with the aim of improving the quality of the data held on the integrated HR / Payroll I.T. system, VISION, and to improve the quality of the data that can be extracted from the database. The project plan includes addressing the requirements for complete data collection for equality monitoring purposes.

5. Consultation

This report will be discussed with all recognised trade unions at meetings of the various collective bargaining groups during the period September to December 2015.

The employment equality objectives will be reviewed in this way. These discussions will be in the context of the Council's Workforce Strategy Collective Agreement 2013-2016, and financial cuts and recruitment freezes and therefore any equality initiatives must be within existing resources, with limited opportunity to change the make-up of the workforce.

6. Recommendation

It is RECOMMENDED that the enclosed Equalities Employment Information for 2014-2015 as attached at Appendix 1 to the circulated report, together with the update on the two employment-related equality objectives, is APPROVED by Members prior to its publication on the Council's website.

FOR DECISION

7. Appendices

Appendix 1 – Equalities Employment Information 2014 - 2015

8. Officer Contact

Sheenagh Rees, Head of Human Resources, Email – s.rees5@npt.gov.uk or tel. 01639 763315

Neath Port Talbot County Borough Council

EQUALITIES EMPLOYMENT INFORMATION 2014-2015

Introduction

The data in this report relates to all employees of Neath Port Talbot County Borough Council including those employed by schools, with the exception of voluntary-aided and faith schools.

The Council has, for an extended period of time, collected employment related data for the following protected characteristics:

- Age
- Disability
- Ethnicity
- Gender

Data is analysed against the following criteria:

- People employed by the Council on 31st March 2015 by protected characteristic
- Men and women employed, broken down by:
 - Occupational area
 - Grade and pay
 - Contract type, i.e. permanent or fixed term / temporary
 - Working pattern, i.e. full-time or part-time
- People who have applied for jobs with the Council
- Employees who have successfully applied for training
- Employees who have completed training
- Employees involved in grievance procedures
- Employees subject to disciplinary procedures
- Employees who have left the Council's employment.

The following gaps exist in the data that we are able to collect:

- The protected characteristics: gender reassignment, pregnancy and maternity, religion and belief and sexual orientation.
- Employees who have applied to change position within the authority, identifying how many were successful and how many succeeded in their application – the data relating to recruitment includes internal and external candidates, but is not able to differentiate between the two.
- Employees who applied for training and who were unsuccessful. The Council currently records only applications that are supported by the employee's manager. There is no provision on the corporate training database to record unsupported applications and this matter is being considered by a regional working group advised by the WLGA.
- Employees who are the subject of grievances. Grievances often fail to identify such a person; they may instead relate to a decision/policy rather than another employee.

The Council has recognised that current arrangements for collecting employment data need to be improved. The Council's Efficiency Programme Board has established a priority project to develop the Council's employment database, VISION. This project aims to expand the data collected in relation to the protected characteristics and to improve the quality of the data collated.

THE PROTECTED CHARACTERISTICS

AGE

The data shows that in 2014 / 2015 the highest percentage of the workforce is in the age category 45-54, closely followed by those aged 35-44. This is consistent with previous years.

Age Range	% of total workforce	Head count	% of total workforce	Head count
	2013/2014	2013/2014	2014/2015	2014/2015
16-19	1%	42	0%	31
20-24	5%	364	4%	282
25-34	18%	1359	18%	1258
35-44	25%	1859	25%	1744
45-54	30%	2222	31%	2152
55-64	19%	1407	20%	1415
65-74	2%	111	2%	116
75+	0%	6	0%	5
Total	100%	7370	100%	7003

DISABILITY

1.5% of employees have identified themselves as having a disability. The numbers of employees identifying themselves as disabled has reduced by a head count of 10 from 2013 / 2014.

Group	% of workforce	Total	% of workforce	Total
	2013 / 2014	2013 / 2014	2014/2015	2014/2015
Disabled	1.6%	119	1.5 %	109
Not Disabled	98.4%	7251	98.5%	6893
Total	100%	7370	100%	7003

The Council continues to be a “Two Ticks” employer. To use the Positive about Disabled People two ticks symbol the Trust must demonstrate its commitment regarding recruitment, training, retention and disability awareness. These commitments are:

- to interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities
- to discuss with disabled employees, at any time but at least once a year, what both parties can do to make sure disabled employees can develop and use their abilities
- to make every effort when employees become disabled to make sure they stay in employment
- to take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work
- to review these commitments each year and assess what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans

GENDER

The gender profile for 2014 / 2015 is 75% female: 25% male. This is higher than the national average for local government, in which women make up 71% of the workforce. In 2013 / 2014 the profile was 74% female: 26% male.

Gender	% of workforce 2013 / 2014	% of workforce 2014 / 2015	Head count 2014 / 2015
Female	74%	75%	5225
Male	26%	25%	1778
Total	100%	100%	7003

ETHNICITY

The overall proportion of black and minority ethnic (BME) employees in the workforce is 1.2%. To set this in the context of the local population, according to the 2011 Census, the proportion of black and minority ethnic residents within Neath Port Talbot County Borough Council equates to 1.9%.

In 2013 / 2014 the proportion of black and minority ethnic employees was 1.1%. 2014 / 2015 has seen a head count increase of 4 BME employees.

	2013 / 2014	2014/2015
Other Ethnic Group	16	18
Irish	9	7
Mixed White & Black Caribbean	6	7
Indian	8	7
Asian Other	12	15
Black British	0	0
Mixed White & Black Asian	4	3
Black Caribbean	3	4
Bangladeshi	4	4
Chinese	4	5
Pakistani	4	4
White & Asian	3	3
Mixed White & Black African	0	0
Black African	4	4
Black Other	6	6
Sub Total	83	87
White British	6905	6528
White Other	108	105
Prefer Not to Say	274	283
Total	7370	7003

MEN AND WOMEN AT WORK

OCCUPATIONAL AREA OF WORK ON 31ST MARCH 2015

CHIEF EXECUTIVES	Female	Male
Corporate Strategy & Democratic Services	60	28
Human Resources	70	8
Total	130	36
% of directorate workforce	78%	22%
31 st March 2014 comparison	85%	15%
31 st March 2013 comparison	83%	17%

EDUCATION, LEISURE & LIFELONG LEARNING	Female	Male
Schools	2420	458
Transformation Participation	835	125
	269	102
Total	3524	685
% of directorate workforce	84%	16%
31 st March 2014 comparison	83%	17%
31 st March 2013 comparison	81%	19%

ENVIRONMENT	Female	Male
Engineering & Transport Planning	76	97
	19	27
Property & Regeneration	107	66
South Wales Trunk Road Agency	20	83
Streetcare Services	22	416
Total	244	689
% of directorate workforce	26%	74%
31 st March 2014 comparison	30%	70%
31 st March 2013 comparison	27%	73%

FINANCE & CORPORATE SERVICES	Female	Male
Financial Services	145	42
ICT	29	71
Legal & Democratic Services & Monitoring	55	23
Total	229	136
% of directorate workforce	63%	37%
31 st March 2014 comparison	61%	39%
31 st March 2013 comparison	61%	39%

SOCIAL SERVICES HEALTH & HOUSING	Female	Male
Business Strategy & Public Protection	185	72
Children & Young People Services	219	69
Community Care & Housing Services	694	91
Total	1098	232
% of directorate workforce	83%	17%
31 st March 2014 comparison	82%	18%
31 st March 2013 comparison	82%	18%

GRADE AND PAY

Chief Officers

Females make up 25% of the Chief Officer workforce, compared with 24% in 2013 / 2014 and 14% in 2012/13.

Salary Range	Female	Male	Total
£122,049 - £134,253	0	1	1
£100,722 - £108,618	0	4	4
£69,810 - £76,785	5	10	15
Total	5	15	20

LGS (Green Book) Employees

The overall gender distribution of LGS employees is consistent with 2013 / 2014. The exception to this is where the percentage of females have increased and this is within Grades 2 (18% increase), Grade 6 (10% increase), Grade 11 (7% increase) and Grade 12 (12% increase).

The percentage of female employees in Apprentice posts has increased by 16% since 2013/14.

The overall percentage of females employed has increased by 4% since 2013/14.

Salary Range	Female	% female	Male	% male	Total
Grade 1	1017	97%	32	3%	1049
Grade 2	182	78%	52	22%	234
Grade 3	581	70%	245	30%	826
Grade 4	606	77%	176	23%	782
Grade 5	901	73%	326	27%	1227
Grade 6	372	73%	139	27%	511
Grade 7	168	54%	144	46%	312
Grade 8	122	51%	117	49%	239
Grade 9	196	67%	98	33%	294
Grade 10	73	51%	71	49%	144
Grade 11	57	61%	37	39%	94
Grade 12	10	37%	17	63%	27
Grade 13	10	27%	27	73%	37
Foundation Modern Apprentices	8	38%	13	62%	21
Total	4303	74%	1494	26%	5797

Teacher Leadership Groups

These figures are consistent with 2013 / 2014.

Deputy Heads / Teachers in Charge	Female	%	Male	%	Total
£38,215 - £79,081	63	62%	38	38%	101

Headteacher Groups	Salary Range	Female	%	Male	%	Total
Group 1	£43,232- £56,570	12	75%	4	25%	16
Group 2	£45,421- £65,661	23	68%	11	32%	34
Group 3	£48,991- £65,661	3	27%	8	73%	11
Group 4	£52,653- £70,668	2	50%	2	50%	4
Group 5	£58,096- £77,946	0	0%	3	100%	3
Group 6	£62,521- £88,102	0	0%	4	100%	4
Group 7	£67,290 - £94,817	1	25%	3	75%	4

Teachers

These figures are similar to those reported in 2013/14, however, the number of female unqualified teachers shows a decrease of 6%.

Salary Range	Female	%	Male	%	Total
£22,023 - £32,187	216	80%	53	20%	269
£34,869 - £37,496	535	77%	160	23%	695
£16,136 - £25,520*	15	75%	5	25%	20

* unqualified teachers

Soulbury (Blue Book) Groups

Advisor/Inspector

Salary Range	Female	Male	Total
£45,203 - £48,792			
£45,203 - £47,640			
£46,346 - £50,066		1	1
£48,792 - £55,280	2		2
£48,792 - £52,373			
£48,792 - £54,676		1	1
£55,280 - £58,566	3	1	4

Educational Psychologist

Salary Range	Female	Male	Total
£34,273 - £47,778	7	2	9

Youth & Community Service Officer

Salary Range	Female	Male	Total
£34,637 - £38,059		1	1
£41,553 - £44,754	1		1

Youth & Community Workers (Pink Book)

Salary Range	Female	%	Male	%	Total
£14,597 - £ 37,549					
£18,267 - £20,269	2	33%	4	67%	6
£23,213 - £25,678	16	84%	3	16%	19
£26,398 - £28,566			3	100%	3
£30,298 - £32,999	2	67%	1	33%	3
Part time @various rates	31	50%	31	50%	62

CONTRACT TYPE

The gender profile

- permanent posts = 72% female: 28% male
- fixed term posts = 80% female: 20% male
- temporary posts = 84% female: 16% male

The overall gender profile of the Council's workforce is 75% female: 25% male. The contract type shows a slightly lower proportion of females are in permanent employment, and an increased proportion are in fixed term and temporary posts compared with the overall gender profile of the workforce. This distribution is consistent with 2013/14.

Contract Type	Females	Males	Total
Permanent	3943	1520	5463
Fixed Term	349	86	435
Temporary	932	173	1105
Total	5224	1779	7003

WORKING PATTERN

- 69% of the Council's workforce is in part time employment, i.e. contracted to work less than 37 hours a week, which is the same as 2013/14, but an increase of 6% compared with 2012 / 2013.
- 31% of the workforce is in full time employment, which is the same as in 2013/14 but is a decrease of 6% compared with 2012 / 2013.
- Female part time employees represent over half (59%) of the workforce, which is consistent to 2013/14, but is an increase of 6% compared with 2012 / 2013.
- This is followed by nearly an equal split of male (16%) and female (15%) full time employees.
- The smallest proportion (10%) of the workforce is male part time employees (no variation on 2012 / 2013 and 2013/14).

Gender	Full Time	Part Time	Total
Female	1071	4154	5225
Male	1091	687	1778
Total	2162	4841	7003

PEOPLE WHO HAVE APPLIED FOR JOBS WITHIN THE COUNCIL

3884 people applied for 296 jobs, with 291 appointments made in 2014 / 2015. This is significantly lower than 2013/2014.

23% of applicants were internal applicants from within the Council's existing workforce.

The applications from disabled applicants have doubled since 2013/14, whilst applications from female and BME applicants remain the same.

As a result of the Forward Financial Plan, external recruitment has been reduced significantly to specialist and hard to fill posts only. The main emphasis of recruitment at present is redeployment activity for employees 'at risk' of redundancy.

The % of applicants appointed has reduced since 2013/2014. A small number of posts could not be filled via a redeployment opportunity or by an internal applicant were therefore advertised externally. This resulted in a high volume of applications from external applicants for a relatively small number of jobs. Examples of these posts are Community Care Assistants, Reablement Assistants and Foundation Apprenticeships, which all generate a high volume of applicants.

	% of all applicants	% shortlisted	% appointed
Female	67%	15%	7%
BME	2%	0.5%	0.2%
Disabled	6%	1%	0.2%
Age 16-19	6%	6%	6%
Age 20-24	20%	14%	13%
Age 25-34	30%	28%	33%
Age 35-44	21%	21%	25%
Age 45-54	17%	23%	14%
Age 55-64	6%	7%	9%
Age 65-74	0%	1%	0%
Age 75+	0%	0%	0%

EMPLOYEES WHO HAVE SUCESSFULLY APPLIED FOR TRAINING

Training Applications Granted - gender, disability & ethnicity

Directorate	Female	% female	Male	% male	Total	Disabled	% disabled	BME	% BME
CEX	290	94	19	6	309	4	1.3	0	0
ELLL	1659	80	424	20	2083	35	1.7	32	1
ENV	176	19	732	81	908	14	1.5	10	1
F&CS	50	68	24	32	74	1	1.4	0	0
SSHH	5192	83	1068	17	6260	195	3.1	114	2
Total	7367	76	2267	24	9634	249	2.6	156	2

Training Applications Granted - age range

Age range	Directorate						
	CEX	ELLL	ENV	FCS	SSHH	Total	%
16-21	5	44	11	1	75	136	1.4
22-30	31	357	133	10	704	1235	13
31-40	52	470	173	16	1365	2076	22
41-50	107	645	245	18	1895	2910	30
51-60	93	470	280	26	2001	2870	30
61-65	21	84	61	3	186	355	3.7
65+	0	13	5	0	34	52	0.5
Total	309	2083	908	74	6260	9634	

EMPLOYEES WHO HAVE SUCCESSFULLY COMPLETED TRAINING

Employees who completed training - gender, disability & ethnicity

Directorate	Female	% Female	Male	% Male	Total	Disabled	% Disabled	BME	% BME
CEX	258	94	17	5	275	2	0.7	0	0
ELLL	1643	80	421	20	2064	0	0	32	1.5
ENV	166	19	703	81	869	14	1.6	9	1
F&CS	48	67	24	33	72	0	0	0	0
SSHH	4330	81	1022	19	5352	162	3	88	1.6
Total	6445	75	2187	25	8632	178	2	129	1.5

Employees who completed training - age range

	Directorate						
Age range	CEX	ELLL	ENV	F&CS	SSHH	Total	%
16-21	0	0	0	1	7	8	0.7
22-30	0	6	4	2	115	127	12
31-40	9	3	10	0	216	238	22
41-50	12	6	9	0	308	335	31
51-60	7	2	11	0	310	330	30.6
61-65	6	2	4	0	23	35	3.2
65+	0	0	1	0	4	5	0.5
Total	34	19	39	3	983	1078	

Applicants who did not complete training - gender, disability & ethnicity

Directorate	Female	% female	Male	% male	Total	Disabled	% disabled	BME	% BME
CEX	32	94	2	6	34	2	6	0	0
ELLL	16	84	3	16	19	0	0	1	5.2
ENV	10	26	29	74	39	0	0	1	2.5
F&CS	2	67	1	33	3	0	0	0	0
SSHH	862	88	121	12	983	33	3	26	2.6
Total	922	86	156	14	1078	37	3.4	28	2.6

Applicants who did not complete training - age range

	Directorate						
Age range	CEX	ELLL	ENV	F&CS	SSHH	Total	%
16-21	0	0	0	1	7	8	0.7
22-30	0	6	4	2	115	127	11.8
31-40	9	3	10	0	216	238	22
41-50	12	6	9	0	308	335	31
51-60	7	2	11	0	310	330	30.5
61-65	6	2	4	0	23	35	3
65+	0	0	1	0	4	5	0.5
Total	34	19	39	3	983	1078	

EMPLOYEES INVOLVED IN GRIEVANCE PROCEDURES

Grievance Cases:

Female	Male	TOTAL
6	2	8

Disability	BME
3	0

16-19	20-24	25-34	35-44	45-54	55-64	65-74	75+
			1	3	3	1	

Harassment at Work Stage 1 Complaints:

There have been no Stage 1 Harassment at Work complaints.

Harassment at Work Stage 2 Complaints

There have been no Stage 2 Harassment at Work complaints.

EMPLOYEES SUBJECT TO DISCIPLINARY PROCEDURES

Disciplinary Cases:

Female	Male	TOTAL
14	12	26

Disability	BME
0	0

Age Range

16-19	20-24	25-34	35-44	45-54	55-64	65-74	75+
0	0	3	7	13	3	0	0

EMPLOYEES WHO HAVE LEFT THE COUNCIL'S EMPLOYMENT

The figures below excludes casual workers:

Female	Male	Total	Disabled	BME
570	273	843	19	12

Age Range							
16-19	20-24	25-34	35-44	45-54	55-64	65-74	75+
14	77	139	121	154	278	59	1

Casual Workers

These figures are for casual workers who are classed as ‘leavers’ at the end of each assignment:

Female	Male	Total	Disabled	BME
104	53	157	5	7

Age Range							
16-19	20-24	25-34	35-44	45-54	55-64	65-74	75+
5	30	55	22	22	19	4	0

CHIEF EXECUTIVE'S OFFICE

HEAD OF HUMAN RESOURCES – S.REES

1st September, 2015

SECTION B- MATTER FOR INFORMATION

WARDS AFFECTED: All

HR support to schools budget setting process and SSIP – Spring 2015

Report summary

Introduction

- In early March 2015 - Director of ELLL notified schools about their budgets for 2015/2016. The Schools Delegated Budget for 2015/16 is £77,802,265 and was an increase of 0.48% from the 2014/2015 Schools Delegated Budget . However, when including all grant and other delegated monies the final delegated budget is £89,468,269 a decrease of 0.13%.
- 28 schools made an initial contact with the HR team about potential difficulties in setting a budget.
- In addition to the schools with difficulties in setting budgets, 5 schools began the school closure process (with an envisaged closure date of 31st August 2015) and 4 primary schools amalgamated to form 2 primary schools.
- The process for the redeployment of staff from Cwrt Sart Comprehensive, Glanafan Comprehensive, Sandfields Comprehensive and Traethmelyn Primary into the new Bae Baglan School, to open in September 2016, was completed with regard to permanent staff. Further processes are ongoing for temporary and fixed term employees. All staff confirmed as redeployed will remain in their existing schools to 31st August 2016, commencing in Bae Baglan School on 1st September 2016.
- A Voluntary Redundancy Scheme for school based employees was launched in March 2015. The following reflects the numbers of applications and acceptances from school based employees. The

2016 applications are only from employees currently undergoing the Bae Baglan change process:

- 70 Teaching Staff Applications for 2015 with 21 acceptances
 - 140 Support Staff Applications for 2015 with 33 acceptances
 - 13 Teaching Staff Applications for 2016 with 10 acceptances
 - 122 Support Staff Applications for 2016 with 23 acceptances
- It should be noted that all Voluntary Redundancies resulted in a post being lost from the respective schools, either directly or through a restructure.

Key stages in 2015 redundancy process due to budget deficit

- A total of 11 schools with budget deficit were able to resolve their financial problems with the advice and support of the HR team, by proactively seeking Voluntary redundancy from the employees or ending temporary contracts.
- Management of Change initiatives were also implemented by some schools to avoid future redundancies.
- 17 schools were unable to resolve budget difficulties and convened Staff Disciplinary and Dismissal Committees, 2 secondary school and 15 primary schools.
- As a result the following reductions in staff numbers were identified in order to set budgets, this included actual posts and reduction in hours:
 - 9.36 FTE Teaching
 - 16.11 FTE Support Staff
- Staff Disciplinary and Dismissal Committees consulted with trade unions and considered counter proposals in line with the School's Redundancy Policy.
- Selection for redundancy was carried out where necessary.
- Employees had an opportunity to make representations.

- Support was provided to employees at risk of redundancy.
- Volunteers for Redundancy were sought within the schools at risk and bumped redundancies considered.
- All Staff Appeals were heard and redundancy notices issued, where no alternative had been identified, by 31st May 2015.

Current position for school redundancies linked to deficit – key figures

Redeployed successfully - Teachers	2FTE
Redeployed successfully - Support staff	1.33FTE
Compulsory Redundancy – Teachers	1.7FTE
Compulsory Redundancy - Support staff	3.78FTE
Voluntary Redundancy - Teachers	18.1FTE
Voluntary Redundancy – Support staff	11.7FTE
Support Staff Resignation – post not replaced	0.74FTE
Agreed reduced hours – Teachers (2 employees affected)	0.66FTE
Agreed reduced hours and term time contracts – Support staff (27 employees affected)	8.69FTE
Temporary contracts ended - Teachers	2FTE
Temporary contracts ended – Support staff	0FTE

Current position for SSIP Closures

- 5 Primary schools began and completed the necessary Staff Dismissal Process to enable the schools to close.

Redeployed successfully - Teachers	11 FTE
Redeployed successfully - Support staff	14.9 FTE
Compulsory Redundancy – Teachers	3 FTE
Compulsory Redundancy - Support staff	3.2 FTE
Voluntary Redundancy - Teachers	2FTE
Voluntary Redundancy – Support Staff	1.6FTE

1. Purpose of report

To update and inform Members on (a) the HR support provided to the recent school budget setting process and SSIP (b) the outcomes in relation to job losses and redeployment activity.

2. Introduction and background information

In early March 2015 the Director of Education, Leisure and Lifelong Learning notified schools about their budgets for 2015/2016.

The overall budget for 2015/16 was a decrease of 0.13% from the previous year. Support from the HR team was required where, in order to set a budget, the school needed to consider reducing the pay bill of the school, and any resulting actions, e.g. job loss, reduction in hours.

With regard to SSIP, support from the HR team was required to advise and assist Governing Bodies with the difficult process of school closures and amalgamations.

In order to prepare for the above, the HR team had already taken the following actions:

- Reviewed the already established Redundancy / Redeployment Policy and Procedure for All School Based Staff, ensuring the policy properly sets out a process for consultation, contained a fair and objective mechanism for redundancy selection and ensured that roles and responsibilities were clearly set out.
- Offered and arranged formal training during January 2015 for Governors, Head Teachers and Bursars in the Policy. In addition, an ad hoc' training session was provided for Headteachers who had not undertaken this process previously.
- Encouraged the use of the Joint Pledge to Safeguard Employment in Schools, in association with the trade unions, Head Teachers, Governors and the Council.
- Supported the introduction of the LLAN and NAASH early retirement (ER) schemes in late 2014.

- Developed a VR process for schools where there was a budget deficit and/or school closure.
- Developed a timetable for schools with a budget deficit or school closure. The timetable sought to ensure that the various stages, including consultation with staff and trade unions, selection criteria and selection itself (where necessary), meetings and communication with affected staff and trade unions representatives, representation hearings and appeals hearing could all be carried out in the very limited time available.

Note: The Staffing of Maintained Schools (Wales) Regulations 2006 require notice to be issued to teaching staff by 31st May to terminate an employee's contract by the end of the summer term. If this deadline is not met, a dismissal may not be effective until the end of December, which would result in further cost implications for the school between September and December, potentially leading to more job losses.

- The HR team made arrangements to ensure that they were as available as much as possible during March, April and May and to be available for significant overtime working out of office hours in order to be as responsive as possible to school requests for support.

3. The Redundancy Process 2015

A total of 28 schools contacted the HR team to indicate difficulty in setting budgets, with the potential for an impact on staffing.

3.1 Head Teachers were encouraged as far as possible to have an early discussion with HR to discuss indicative budgets. Where schools did involve HR at an early stage, in some instances early solutions were found that enabled schools to set budgets without having to consider actions such as job loss.

3.2 School Finance Sub Committees met in the middle to end of March, 2015 and, where they were unable to set a budget, referred the matter to their Staff Disciplinary and Dismissal Committee. 11 Schools convened such a committee. HR Officers attended to

support the committee in determining the actions required and, where necessary, develop Redundancy Selection Criteria. At this point, the committee would establish the impact on staff, whether they would be seeking job losses, and if so, how many, and whether teaching or support staff would be affected. The committee would also establish any other actions to be considered such as seeking to change terms and conditions of employment, i.e. reducing hours of work.

3.3 In addition 5 schools began and completed the staff dismissal process where the schools were proposed to close. 4 schools began the management of change redeployment process to enable staff to be redeployed to the new Bae Baglan School, opening on 1st September 2016.

3.4 A further series of meetings was arranged, in line with the Redundancy /Redeployment Policy. HR Officers attended throughout, supporting Head Teachers and Governors throughout the process, seeking legal advice on behalf of the Governors where necessary, liaising with trade unions and employees, and seeking to ensure support was in place for affected employees.

3.5 Meetings held by the committees and Headteachers included meeting with trade unions representatives to consult on proposals, agree selection criteria (where necessary), provide information, respond to queries and address employees' concerns. Selection for redundancy was then carried out and Head Teachers met with individual employees affected to advise them on outcomes. In some instances employees made counter proposals to avoid redundancy, which were considered.

3.6 Employees were given the opportunity to make representations to the committee and, following this further consideration was given to the decisions made. Where the decision was to proceed with redundancy the opportunity to appeal against this decision was given to affected employees.

3.7 Redeployment Liaison Officers (RLOs) were allocated from within the HR team to support employees at risk of redundancy. RLOs met with each affected individual to advise them about the redeployment process and to provide support in completing paperwork.

4. Current position

4.1 All schools referred to in this report have now completed redundancy processes, with the exception of the process to implement the new Bae Baglan School, which will be ongoing. The following table includes **total** figures including both schools dealing with budget deficits and School Closures:

Redeployed successfully - Teachers	13FTE
Redeployed successfully - Support staff	16.23FTE
Compulsory Redundancy – Teachers	4.7FTE
Compulsory Redundancy - Support staff	6.98FTE
Voluntary Redundancy - Teachers	20.1FTE
Voluntary Redundancy – Support Staff	13.3FTE
Support Staff Resignation – post not replaced	0.74FTE
Agreed reduced hours – Teachers (2 employees effected)	0.66FTE
Agreed reduced hours and term time contracts – Support staff (27 employees effected)	8.69FTE
Temporary contracts ended - Teachers	2FTE
Temporary contracts ended – Support staff	0FTE

5. Feedback from this year's process

5.1 It is now the practice for the HR team to seek to receive feedback from key parties, such as ELLL management team, EDIS staff, Head teachers, trade unions, etc to identify what worked well and what improvements can be made.

5.2 Trade unions will be invited to provide constructive feedback at consultation forums. This will then help inform any actions that need to be put in place before next year. The main concern of these trade unions is that the timetable for consultation, selection and redundancy processes is tight, which puts more pressure on all those affected. The trade unions have particularly asked that school budgets can continue to be released as early as possible.

5.3 In the Autumn term of 2015, LLAN and NAASH will also be invited to feedback on the process, to determine any areas for action.

5.4 HR staff have already identified issues for action as follows:

- The HR team will review the policy and amend if necessary taking in account recent legal decisions.
- Guidance will be further enhanced to support schools in looking at actions alternative to redundancy, for example reducing hours of work, changing to term time working, etc.
- HR has reviewed the current training arrangements for Governors and Headteacher and a trial of an alternative provision will commence in the Autumn term.
- Briefings will include how schools can better forward plan at a much earlier stage in the year to reduce the need to consider redundancies at this later stage in the year. This includes forward financial planning of school budgets, with head teachers supported by bursars / PSOs. Where schools start to consider their budget position in a planned and considered way, at the earliest stage possible, it could prevent having to take action such as compulsory redundancy.
- Release of indicative budgets at an earlier stage will help ensure that meaningful consultation can take place. Head teachers, Chairs of Governors and as stated above, trade unions, have reported increased pressure as a result of the tight timeframe to complete the various stages of the process.

- Bursars have a HR dimension contained within their job evaluated job descriptions, for example, issuing statements of particulars to school staff. Head teachers and bursars need to understand the importance of ensuring that statements of particulars, and contractual letters are clear and up-to-date – if a member of staff is employed on a temporary contract for instance, it is important that there is a clear end date to the contract, and that this is up-to-date. HR will continue to arrange further training as needed for bursars to improve their knowledge and understanding of key processes that they are responsible for, such as issuing contractual documentation and maintaining up-to-date and accurate employee records.
- The Director of Education Leisure and Lifelong Learning will write to schools the reaffirm the pledge before the 2016/17 budget is issued.

6. Recommendation

It is recommended that Members NOTE this report in relation to the 2015 schools budget setting process and SSIP closure process.

7. Officer Contact

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CHIEF EXECUTIVE'S OFFICE

REPORT OF THE HEAD OF COMMUNITY CARE AND COMMISSIONING SERVICES – MRS C MARCHANT

1st September 2015

SECTION B – MATTER FOR INFORMATION

WARDS AFFECTED: All

OFFICER NON-EXECUTIVE URGENCY ACTION 0412 – Amendment to the Established Structure within the Homecare Service

1. Purpose of Report

1.1 To inform Members of an urgency action taken in relation to increasing the number of Community Care Assistants on the established structure within the Homecare Service.

2. Background Information

NPT's Homecare service is in the process of implementing a service improvement plan arising from the need to deliver service efficiencies, and improve the responsiveness of the service in the face of increasing demographic pressures.

The current establishment comprises 137 FTE posts to deliver 5,079 hours of care to NPTs most vulnerable citizens. However, only 112 FTE, delivering 4,167 hours, are currently employed on a permanent basis. To continue to meet the existing demand on the service, and to deliver the service improvements set out in the service improvement plan, an additional 47 FTE community care assistants have been employed on temporary contracts to deliver the additional hours of care needed to meet the increasing demand.

The wider domiciliary care market is highly competitive and draws from a relatively small pool of workers, although the terms and conditions offered by the council often outstrip those of the private market, in house staff turnover sees circa 3.4 staff exiting the services each month. Therefore, the Council's commitment to the sustainability of the service relies wholly on our ability to ensure that we have sufficient staff, with manageable workloads, and that we are able to take a flexible, and responsive approach to allocating work to employees.

Furthermore, the need for this level of flexibility is particularly evident when planning to meet the seasonal pressures experienced in the winter months (the planning for which starts in the late summer / early autumn). There was therefore, a pressing need for an urgent decision to be made on securing sufficient capacity to meet increasing demand before the end of August.

3. Urgent Action Taken

- There are currently 137 Community Care Assistant FTE's established.
- The request to establish an additional 22 FTE Community Care Assistant posts in the permanent structure in order to maintain its current level of service delivery was approved in the urgency action of the 7th August 2015.
- This Homecare establishment has therefore, increased to 159 permanent FTE's.
- To achieve this, all temporary employees currently in employment will be issued with permanent contracts in the Homecare structure,
- This is the preferred mechanism for meeting the increasing demand and service needs. Detailed costing for this proposal can be found in the financial appraisal document attached.

4. Recommendation

It is RECOMMENDED that Members NOTE the urgency action taken in relation to increasing the number of Community Care Assistants on the established structure within the Homecare Service.

FOR INFORMATION

5. Officer Contact

For further information on this report item, please contact Mrs Claire Marchant, Head of Community Care and Commissioning Services, at email address: c.marchant@npt.gov.uk

FINANCIAL APPRAISAL – Homecare

APPENDIX 1

POST / POSTHOLDER	PROPOSED CHANGE (New Post / Delete / Regrade)	PAY SCALES		ANNUAL COSTS	
		Current	Proposed	This Year	Maximum
COMMUNITY CARE ASSISTANT	Permanent 47 FTE (79 Employees)	15-20	15-20	1,111,083	1,225,669
		Total		1,111,093	1,225,669

SET UP COSTS:

<u>Costs</u>	<u>This Year</u> £	<u>Maximum</u> £
Recruitment Costs		0
Accommodation Costs		
Office Costs		
I.T.		
Other (Specify)		
Total Set Up Costs	0.00	0
<u>Funding of Set Up Costs</u>		
Revenue Budget		
Reserves		
Special Grant:		
Other (Specify)		
Total Funding of Set Up Costs	0.00	0

RECURRING COSTS:

<u>Costs</u>	<u>This Year</u> £	<u>Maximum</u> £
Employee Costs (Financial Appraisal Statement)		
> Starting Salary	1,111,093	
> Additional cost at Maximum Salary		1,225,669
Employee Training & Seminars		
Accommodation Running Costs		
Travel & Subsistence (Standby Allowance)		
Other Running Costs - Office Supplies		
Other Running Costs - Printing & Literature		
Other Running Costs - IT.		
Total Recurring Costs	1,111,093	1,225,669
<u>Funding of Recurring Costs</u>		
<u>External Sources</u>		
Specific Grant:		
Funding from External Agencies		
Service Level Agreement		
Other (Specify)		
<u>Internal Sources</u>		
HRA		
Existing Budget Allocation	1,111,093	1,225,669
Additional Guideline Allocation		
Other (specify) :		
Total Funds Available	1,111,093	1,225,669
Refer to this statement in the report's section on Financial Appraisal.		

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