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12 June 2017

To: Councillor Simon Edwards, Portfolio Holder

Doug Cattermole  
Philippa Hart

Hazel Smith  
John Williams

Opposition Spokesman  
Opposition Spokesman / Scrutiny and  
Overview Committee Monitor  
Opposition Spokesman  
Opposition Spokesman

Dear Sir / Madam

You are invited to attend the next meeting of **FINANCE AND STAFFING PORTFOLIO HOLDER'S MEETING**, which will be held in **SWANSLEY ROOM A, GROUND FLOOR** at South Cambridgeshire Hall on **TUESDAY, 20 JUNE 2017** at **6.00 p.m.**

Yours faithfully

**Alex Colyer**

Interim Chief Executive

**Requests for a large print agenda must be received at least 48 hours before the meeting.**

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<b>AGENDA</b>		<b>PAGES</b>
<b>1. Declarations of Interest</b>		
<b>2. Minutes of Previous Meeting</b> The Portfolio Holder is asked to sign the minutes of the meeting held on 16 May 2017 as a correct record.		<b>1 - 6</b>
<b>3. Community Chest: Funding Applications</b>		<b>7 - 14</b>
<b>4. Apprenticeships</b> <a href="#">For the Portfolio Holder to consider the Council's strategy for Apprenticeships over the next four years, in line with the Government's Apprenticeship scheme</a>		<b>To Follow</b>
<b>5. Retention and Turnover Report: Q4 - 1 January 2017 - 31 March 2017</b>		<b>15 - 22</b>
<b>6. Work Programme</b> The Portfolio Holder will maintain, for agreement at each meeting, a Work Programme identifying all matters relevant to the Portfolio which it is believed are likely to be the subject of consideration and / or decision by the Portfolio Holder, or recommendation to, or referral by, the Portfolio Holder to Cabinet, Council, or any other constituent part of the Council. The Programme will be updated as necessary. The Portfolio Holder will be responsible for the content and accuracy of the Work Programme.		<b>23 - 28</b>

**7. Date of Next Meeting**

The next meeting has been set provisionally as a Grants meeting on Tuesday 18 July 2017 at 6.00pm.

**8. Sickness Absence 1 January 2017 - 31 March 2017**

**29 - 48**

Each of the appendices attached to this report contains information that is restricted and not for publication. If it is intended that such information should be discussed at the meeting, Members are referred to the text below relating to the exclusion of Press and Public. If an appropriate resolution is passed, the minute of the discussion will also be restricted.

**Exclusion of Press and Public**

The law allows Councils to consider a limited range of issues in private session without members of the Press and public being present. Typically, such issues relate to personal details, financial and business affairs, legal privilege and so on. In every case, the public interest in excluding the Press and Public from the meeting room must outweigh the public interest in having the information disclosed to them. The following statement will be proposed, seconded and voted upon.

"I propose that the Press and public be excluded from the meeting during the consideration of the following item number(s) ..... in accordance with Section 100(A) (4) of the Local Government Act 1972 on the grounds that, if present, there would be disclosure to them of exempt information as defined in paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act."

If exempt (confidential) information has been provided as part of the agenda, the Press and public will not be able to view it. There will be an explanation on the website however as to why the information is exempt.

**OUR LONG-TERM VISION**

South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.

**OUR VALUES**

We will demonstrate our corporate values in all our actions. These are:

- Working Together
- Integrity
- Dynamism
- Innovation

## **GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL**

### **Notes to help those people visiting the South Cambridgeshire District Council offices**

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- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

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#### **Disturbance by Public**

If a member of the public interrupts proceedings at a meeting, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared. The meeting will be suspended until order has been restored.

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# Agenda Item 2

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of the Finance and Staffing Portfolio Holder's Meeting held on  
Tuesday, 16 May 2017 at 6.00 p.m.

Portfolio Holder: Simon Edwards

**Councillors in attendance:**

Opposition spokesmen: Hazel Smith

Also in attendance: Peter Topping

**Officers:**

Gemma Barron	Head of Sustainable Communities and Wellbeing
Katie Brown	Revenues Manager
Elizabeth Davy	Project Officer
Dawn Graham	Benefits Manager
Daniel Hasler	Accountancy Assistant
Kirsty Human	Programme Manager
Caroline Ryba	Head of Finance
Ian Senior	Democratic Services Officer

### 1. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 2. MINUTES OF PREVIOUS MEETING

The Finance and Staffing Portfolio Holder signed, as a correct record, the minutes of the meeting held on 17 January 2017.

The Portfolio Holder noted that Minute 7 (Work Programme) had indicated that Apprenticeships would be discussed in May. There was no item on the agenda and, subject to officer workloads and advice as to the most appropriate time for bringing forward a report, he said he was prepared to add an item to the agenda for a meeting that would only usually only consider Community Chest grants.

### 3. COMMUNITY CHEST: FUNDING APPLICATIONS

The Finance and Staffing Portfolio Holder considered a report on recent applications for funding from the Community Chest grants scheme for 2017-18.

The Head of Sustainable Communities and Wellbeing reported that the fund available in 2017-18 amounted to £55,000.

The Portfolio Holder considered each application against the accepted criteria of the scheme.

With reference to the application for £1,000 towards the purchase of replacement exhibition boards and hanging equipment for the Cambridge Open Art Exhibition, the Finance and Staffing Portfolio Holder declined to decide as the villages covered included Rampton and Cottenham, both of which were within his ward. The Leader would usually have acted in his place but, on this occasion, Councillor Peter Topping also declined to decide because another of the villages covered was Whittlesford, within his ward. There was no constitutional solution to this problem and, to allow officers to report back to the applicant as soon as possible, the Portfolio Holder sought an opinion from Councillor Hazel Smith, the only other Member

present. Based on what Councillor Smith said, an award of the total sum applied for was made.

The Finance and Staffing Portfolio Holder **agreed** the following Community Chest funding:

<b>Name of applicant</b>	<b>Project description</b>	<b>Total cost of project (£)</b>	<b>Total awarded (£)</b>
Steeple Morden Bowls Club	Replacement windows and fire escape doors.	£3,816	£1,000
Bottisham Swimming Club	Purchase of starting blocks.	£4,000	£1,000
Mother Goose Pre-School	Installation of a new climbing frame	£5,000	£1,000
Bar Hill Pre-School	Replacement surface for play area to improve safety	£1,342	£1,000
Barton Bowls Club	Purchase of equipment to aid expansion of the club. Specifically aimed at recruiting young members	£2,130	£1,000
Coton Village Hall	Replacement of old chairs for the village hall to improve potential for bookings	£2,063	£1,000
Waterbeach Toddler Group	Creation of an outdoor play space in their new premises on the barracks site	£2,773.37	£1,000
Dry Drayton School & Village Association	Purchase of a shed to store 2 marquees + mountain bikes that are owned by the village association	£1,794.00	£1,000
Fen Drayton Village Hall	Purchase of a new sign to promote the village hall	£648.00	£648.00
Cambridge Open Art Exhibition	Purchase of replacement exhibition boards and hanging equipment	£1,461.24	£1,000
Grantchester Cricket Club	Purchase of roll on covers	£4,266.00	£1,000

Hale Road Allotment & Gardening	Purchase & spreading of road planings to improve the carpark surface	£384.00	£384.00
Arthur Rank Hospice	Purchase of equipment for a gardening project	£900	£900
Linton Action for Youth	Repair of roof at drop in centre which facilitates youth work	£400	£400
Comberton Baptist Church	Purchase of games consoles to help create an attractive youth club that can be used as a regular meeting place	£6,892.50	£516.73
Great Chishill Windmill Trust Ltd	Repair & painting of the trestle of Great Chishill Windmill	£1,015.00	£1,000
Linton Cricket Club	Purchase of new safety helmets	£956.25	£956.25
Avenelles Way OAP group	Purchase of chest freezer for the lunch club	£375.00	£375.00
Cambridge St Giles Cricket Club	Installation of showers in the pavilion.	£12,000	£1,000
Whittlesford Warriors Football Club	Purchase of goal posts following pitch expansion	£2,403.08	£1,000
Cambridge Past, Present & Future	Purchase of a lawnmower and accessories	£959.36	£959.36
Croydon Reading Room	Installation of Eco lighting	£2,600	£1,000
Friends of Girton Glebe	Purchase of hall & screen projector	£3,078.00	£1,000
Flambards Residents Association	Purchase of trees for communal green space in Meldreth	£840.50	£840.50
Pampisford Village Hall	Replacement of fencing at the Village Hall	£330	£330
Swavesey Parish Council	Purchase of two Gazebos for community use	£425	£425
Barrington Parish Council	Upgrade of footpath to riverside meadows	£3640	£1,000
Little Shelford Parish Council	Renovation of The Little Shelford Wale playground	£84,100	£1,000

Granchester Parish Council	Outdoor Table Tennis Table	£2245	£1,000
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The Finance and Staffing Portfolio Holder **refused** the following applications:

Name of applicant	Project description	Total cost of project (£)	Total applied for (£)	Reason for refusal
Fen Edge Community Association	Hire of a PA system to use at the festival	£20,000	£1,000	Does not comply with the Community Chest criteria
Fen Ditton 800	Medieval Fair to mark the 800 anniversary of a settlement in Fen Ditton	£2,930	£500	Does not comply with the Community Chest criteria
The Balsham Map Project	Book detailing history of the village over the past 400 years	£7,966	£1,000	Does not comply with the Community Chest criteria
Barnabas Oley CoE School PTA, Great and Little Gransden	Overhaul of pool area	£10,000	£1,000	Does not comply with the Community Chest criteria

The Finance and Staffing Portfolio Holder **deferred** the following applications:

Name of applicant	Project description	Total cost of project (£)	Total applied for (£)	Reason for deferral
ICU Steps Cambridge	Set up costs for a support group for families of patients who have been admitted to ICU & ex patients suffering from PTSD	£868	£500	Further information needed – how much use by South Cambs residents?
St. Mary the Virgin Church, Linton	Purchase of materials to create a Community Peace Garden	£8,597	£1,000	Further information needed regarding access



1 <sup>st</sup> Orwell Guides	Purchase of new lightweight tents	£600	£600	Further information needed – Supporting documents
Fen Drayton Parish Council	Purchase of notice board to be placed at the west end of the village	£2,023.68	£1,000	Further information needed about use – Parish Council use only or use by the wider community?
Cherry Hinton Baptist Church	Replacement chairs for the Family Centre	£905.76	£905.76	Further information needed – how much use by South Cambs residents?
Linton Heights Junior School	Purchase of Forest School equipment	£991.98	£991.98	Further information needed – will they be charging for use?
Stepping Stones, Barton	Breakfast and After School Club	£2,310	£1,000	Further information needed – Supporting documents

#### 4. REVENUES AND BENEFITS QUARTERLY PERFORMANCE REPORT FOR QUARTER 3: OCTOBER - DECEMBER 2016

The Finance and Staffing Portfolio Holder **received and noted** a report on the current performance of the Revenues & Benefits Section.

The Revenues Manager agreed to make small appropriate changes in the way future reports were written, so as to provide greater clarity and improved comparison with the previous year.

Regarding Appendix F, the Finance and Staffing Portfolio Holder welcomed efforts by officers to encourage public houses to claim the relief, to which they were entitled, as a means of improving the viability of such establishments. Members also noted options for making better use of property, such as in the case of post offices.

The Finance and Staffing Portfolio Holder congratulated the Revenues Manager and Benefits Manager for another excellent performance report.

## 5. TREASURY MANAGEMENT REVIEW

The Finance and Staffing Portfolio Holder received and noted a report on the performance of the Treasury Management function.

The Accountancy Assistant summarised the financial relationship between Ermine Street Housing and South Cambridgeshire District Council, and highlighted options for review. One such option was to increase the amount which the Council could invest in Ermine Street Housing, and the Head of Finance undertook to carry out a feasibility study, including into the potential risks, which included a reduction in the total value of the housing stock. The Portfolio Holder was made aware of Councillor John William's concern about committing too high a proportion of the Council's available resources to Ermine Street Housing.

Subject to the satisfactory completion of due diligence work, the Finance and Staffing Portfolio Holder **endorsed** the inclusion of the Cambridge Leisure and Ice Centre loan in the Council's Investment and Borrowing Strategy and Capital Programme.

Subject to an assessment of property values, the Finance and Staffing Portfolio Holder was **minded to increase**, from £35 million to £45 million, the amount that South Cambridgeshire District Council could invest in Ermine Street Housing.

## 6. SICKNESS ABSENCE

The Finance and Staffing Portfolio Holder withdrew this item from the agenda. The confidential report had yet to be finalised, and would be circulated as soon as possible.

## 7. LEAVERS

The Finance and Staffing Portfolio Holder withdrew this item from the agenda. The confidential report had yet to be finalised, and would be circulated as soon as possible.

## 8. WORK PROGRAMME

The Finance and Staffing Portfolio Holder noted the Work Programme attached to the agenda.

A report on Apprenticeships had been rescheduled for consideration at the meeting in June, subject to agreement between the Portfolio Holder and the Head of People and Organisation Development.

## 9. DATE OF NEXT MEETING

Those present noted that the next Finance and Staffing Portfolio Holder meeting had been scheduled to take place on Tuesday 20 June 2017, starting at 6.00pm.

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**The Meeting ended at 7.35 p.m.**

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# Agenda Item 3



South  
Cambridgeshire  
District Council

**Report To:** Finance and Staffing Portfolio Holder  
**Lead Officer:** Director, Health and Environmental Services

20 June 2017

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## Community Chest: Funding Applications

### Purpose

1. To consider recent applications for funding from the Community Chest grant funding scheme during 2017/18.
2. This is not a key decision, however, has been bought before the Portfolio Holder following agreement at Leader's Portfolio Holder meeting on 17 July 2014 to make decisions on future Community Chest applications at Portfolio Holder meetings. The responsibility for grants was transferred to the Finance and Staffing Portfolio Holder in May 2016.

### Recommendations

3. It is recommended that the Portfolio Holder:
  - (a) considers all new applications for funding that are set out in Appendix A of this report and makes a decision regarding the level of funding (£0 - £1,000) to be awarded for each or defer a decision if further information is required from grant applicants.

### Reasons for Recommendations

4. The Portfolio Holder has responsibility to approve policies and criteria for the approval of grant schemes under which no award exceeds level one (£5,000).
5. The Portfolio Holder makes all decisions regarding grant funding unless there is a conflict of interest. On 17 July 2014 the Leader agreed to make decisions on future Community Chest applications at Portfolio Holder meetings. The responsibility for grants was transferred to the Finance and Staffing Portfolio Holder in May 2016.

### Background

6. The Community Chest is grant funding available to voluntary and community sector groups, charities, parish councils and public sector bodies wishing to further improve quality of life in South Cambridgeshire. Applicants may apply for up to £1,000 for:
  - Improvements to community facilities (i.e. village halls / pavilions / play areas)
  - Repairs to historic buildings / monuments / memorials
  - Tree and hedge planting
  - Equipment / capital purchase
  - Materials
  - Start-up costs (may include training of staff / volunteers, hall hire and other revenue costs).

7. The guidance notes and eligibility criteria for 2017/18 can be found at <https://www.scambs.gov.uk/communitychest>
8. The total amount of funding made available in the Community Chest in 2017/18 is £55,000. The funding is allocated on a first-come first-served basis.

### **Considerations**

9. There are four applications re-submitted following deferral (plus a further three deferred applications for which further information is awaited) and 12 new applications for funding to be considered at this meeting. The new applications were received between 1 May 2017 and 31 May 2017. The total funding requested equals £17,612.63. The amount of funding remaining for allocation is £30,225.16. A summary of the applications can be found at Appendix A (copies of the application forms are available from the Sustainable Communities and Partnerships Team upon request).

There are two applications relating to Linton, which total £1,991.98 and previous awards for Linton have been made for £1,396.25. Therefore, under the conditions of the scheme, with only £1,603.75 remaining, if both applications were funded this would take them over the £3,000 per parish per year threshold.

### **Options**

10. The Portfolio Holder may consider all applications for funding that are set out in Appendix A of this report and
  - (a) award the amount of funding requested
  - (b) award an alternative amount of funding, including zero funding, or
  - (c) defer a decision if further information is required from grant applicants.

### **Implications**

11. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered:

#### ***Risk Management***

12. Applicants are required to provide supporting documents such as copies of their constitution and quotes where applicable. Applicants must agree to the grant conditions before funds are released.

### **Consultation responses**

13. Local members have been consulted on applications that directly affect their local area.
14. The Youth Council has been consulted on applications of interest.

### **Effect on Strategic Aims**

15. The corporate aims are referenced in the criteria and guidance notes for the Community Chest.

**Report Author:** Gemma Barron – Sustainable Communities and Partnerships Manager  
Telephone: 01954 713340

Liz Davy – Project Officer  
Telephone: 01954 713111

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## COMMUNITY CHEST APPLICATIONS: 1 May 2017 – 31 May 2017

Name of applicant	Type of organisation	Village(s) affected	Project description	Type of project	Total cost of project (£)	Total applied for (£)	Status of documentation
St Mary the Virgin Church	Church	Linton	Purchase of materials to create a Community Peace Garden	Improvements to community facilities	£8,597.00	<b>£1,000.00</b>	Complete
Fen Drayton Parish Council	Parish Council	Fen Drayton	Purchase of notice board to be placed at the west end of the village	Improvements to community facilities	£2,023.68	<b>£1,000.00</b>	Complete
Cherry Hinton Baptist Church	Church	Cherry Hinton & Fulbourn	Replacement chairs for the Family Centre	Equipment/Capital Purchase	£905.76	<b>£905.76</b>	Complete
Linton Heights Junior School	School	Linton	Purchase of Forest School equipment	Equipment/capital purchase	£991.98	<b>£991.98</b>	Complete
Melbourn Amateur Dramatics Society	Community Group	Melbourn, Meldreth, Shepreth, Fowlmere, Thriplow, Therfield, Harston, Orwell	Purchase of two stand alone spot lights to improve the lighting in the performance hall and a graphic equaliser to eliminate feedback from the sound system.	Equipment/capital Purchase	£987.00	<b>£987.00</b>	Complete
Meadow Primary School	School	West Wrattling, Weston Colville, West Wickham, Streetly End & Balsham	Purchase and installation of a Willow Structure for the children to play in and improve the grounds	Equipment/Capital Purchase. Improvements to community facilities	£938.40	<b>£938.40</b>	Complete
Horseheath Cricket Club	Sports Club	Horseheath	Repair and replace the windows in the pavilion and equipment to maintain the playing field	Equipment/Capital Purchase. Improvements to community facilities	£4750.00	<b>£1000.00</b>	Pending

Name of applicant	Type of organisation	Village(s) affected	Project description	Type of project	Total cost of project (£)	Total applied for (£)	Status of documentation
Smarties Pre School	Charity	Steeple Morden, Litlington, Guilden Morden, Ashwell & Bassingbourn	Creation of a sensory garden. Including a new surface, wind chimes, wooden play features including an imaginative play kitchen.	Improvements to community facilities	£2866.29	<b>£1,000.00</b>	Complete
Hinxton Parish Council	Parish Council	Hinxton & neighbouring villages	Purchase & installation of a set of baby swings for the playground	Improvements to community facilities	£2329.20	<b>£1,000.00</b>	Pending
Hardwick Pre-school	Charity	Hardwick	Replacement of rotten decking.	Improvements to community facilities	£2,500	<b>£1,000.00</b>	Complete
Hardwick Play Parks Group	Community Group	Hardwick	Purchase of a 'Tango Swing' as part of the redevelopment of the play area	Improvements to community facilities	£22,420.42	<b>£1,000.00</b>	Complete
Power 2 Inspire	Charity	Histon, Impington, Cottenham, Swavesey & Linton	Purchase of specialist sports equipment	Equipment/Capital Purchase	£797.89	<b>£797.89</b>	Complete
Bethel Baptist Church	Church	Swavesey, Over, Longstanton & Fen Drayton	Purchase of a combined Electric Cooker/Microwave and hob for the kitchen as part of the kitchen refurbishment	Improvements to community facilities	£8,000	<b>£1,000.00</b>	Complete
Coton Primary School	School	Coton	Purchase of folding exhibition display boards and cotton bags to support the start up of the Great Plastics Quest project	Start-up costs/Materials	£1,386.40	<b>£1,000.00</b>	Complete



## Appendix A

Name of applicant	Type of organisation	Village(s) affected	Project description	Type of project	Total cost of project (£)	Total applied for (£)	Status of documentation
Green Minds	Charity	Landbeach, Waterbeach, Milton, Cottenham, Horingsea, Histon and Impington	Gardening project to help people to recover from a range of health problems by increasing social networks and self confidence.	Tree & hedge planting/Equipment/Capital Purchase/Materials	£1,400.00	<b>£890.00</b>	Complete
Great Shelford Playscape	Charity	Great Shelford, Little Shelford, Stapleford, Sawston & Trumpington	Construction of a bridge across a ditch as part of the transformation of the copse into a den building space with trails. This will make the area accessible for pushchairs and wheelchairs	Improvements to community spaces	£1,519.00	<b>£1,000.00</b>	Complete
ICU Steps Cambridge	Community Group	TBC	Set up costs for a support group for families of patients who have been admitted to ICU & ex patients suffering from PTSD	Set up costs	£868.00	<b>£500.00</b>	Pending from May meeting
1 <sup>st</sup> Orwell Guides	Community Group	Orwell, Wimpole, Croydon, Tadlow, Arrington & Bassingbourn	Purchase of new lightweight tents	Equipment/Capital purchase	£600.00	<b>£600.00</b>	Pending from May meeting
Stepping Stones	Community Group	Barton	Breakfast & After School Club	Start-up costs	£2310.00	<b>£1,000.00</b>	Pending from May meeting
<b>TOTAL</b>						<b>£ 17,612.63</b>	

Total budget	=	£55,000.00
Total previously allocated	=	£24,774.84
Total remaining in budget	=	£30,225.16
Total requested	=	<b>£17,612.63</b>

# Agenda Item 5

**REPORT TO:** Finance & Staffing Portfolio Holder

20 June 2017

**LEAD OFFICER:** Head of People and Organisational Development

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## **Retention and Turnover Report: Q4 - 1 January 2017 – 31 March 2017**

### **Purpose**

1. This report provides an analysis of the turnover of staff between 1<sup>st</sup> January and 31<sup>st</sup> March 2017. The reason for this report and the regular reporting on an organisation's turnover is to highlight trends, inform recruitment decisions and enable SCDC to develop a resource strategy and/or to drive change in a team or area of the business and to ensure the achievement of the organisation's goals.
2. This is not a key decision because it is for information only.

### **Recommendations**

3. It is recommended that:
  - a) The Portfolio Holder notes the report,
  - b) Note the improvement in the number of exit interviews completed

### **Reasons for Recommendations**

4. This information report forms part of the Portfolio Holder's framework for monitoring the Council's staffing resource.

### **Background**

5. The Performance Indicator (PI) value for Quarter 4 (the period from 1<sup>st</sup> January to 31<sup>st</sup> March 2017) is 2.5% (based on an establishment figure of 479.76 (FTE) at 1<sup>st</sup> January 2017. The annual PI value (for 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017) is 12.77% against an annual target for voluntary leavers\* of 10%.

\* Voluntary leavers do not include redundancies, ill health retirements, and ending of fixed term contracts or internal transfers. Voluntary leavers do include individuals who are leaving to access their pension (retirees). With effect from October 2011 the Default Retirement Age of 65 no longer exists, and therefore employees cannot be required to retire on a compulsory basis at age 65.

6. The rate of all leavers (taking into account both voluntary and involuntary leavers) is 2.92% for Q4. (Including redundancies and end of fixed term contracts.)
7. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. Exit Interviews were made compulsory for all leavers from November 2011 (unless inappropriate). For those leaving in the period 1 January to 31 March 2017 the HR team received **10** exit interview forms.
8. Of the 12 voluntary leavers, 9 have completed and returned Exit Interview Forms (75%). This is a huge improvement upon last quarter at which point only 33% were

completed. In addition to this 1 exit interview was completed for an involuntary leaver also.

9. The breakdown of reasons for leaving can be found at Appendix 1. Whilst there was an increase the number of leavers compared to last quarter there was a rise in the numbers of staff completing exit interviews, this is an opportunity to gain valuable feedback from staff leaving the organisation.

### **Considerations**

10. Appendix A is compiled from information contained in Leavers' Forms sent by Managers to HR/Payroll.
11. The following information was gathered from the exit Interviews during which employees raised issues pertaining to and, any action taken by the manager/HR. The Exit Interview form has been revised to capture more information on staff feedback and manager actions to be taken.

Listen to Staff more – HR are currently running a staff engagement survey. This will provide a platform for staff to share any issues, concerns or indeed positives. Upon collating the relevant data, this will be analysed and relevant actions will be discussed to combat or minimise any issue, where possible, at very least staff will be heard.

Recognition – HR have recently introduced “thank you cards” whereby any member of staff can collect a card from numerous points around the building and share their gratitude with their colleagues. Initiatives like this are welcome additions to a robust PDR process.

Increase/improve Communication – The intranet is a widely used form of communication, this is currently being reviewed and improved all round. A new intranet is due to be launched following input from the individual teams to ensure a useful, relevant and user friendly communication tool is provided.

IT Infrastructure – This ongoing issue is currently being handled by a project team. We have encouraged the work force to communicate issues effectively to ensure the IT Team are aware of the scale of problem and provided feedback from our own experiences also.

Involuntary leavers on occasion do not wish to complete Exit interviews, or it is not appropriate for the interview to take place such as in dismissal cases

12. A section has been added to the exit interview form for managers to feedback on any actions taken as a result of the feedback and also to comment on any feedback where the views of the manager may not be the same as the individuals. We hope that this will improve the quality of information in the future.

### **Recruitment**

13. The number of staff joining the Council on a permanent or fixed term contract in the same quarter was 24.
14. The number of staff transferring roles within the Council was 14.
15. The total number of staff who started new roles within the Council was 38.

16. There were 10 external candidates who were working with as an agency temporary worker and started permanent contracts within this quarter.
17. 8 members of staff were acting up in the period
18. 20 members of staff were on secondment
19. 16 members of staff are in receipt of a market supplement.
20. A number of Variations to Contracts were approved to support a flexible working approach to reduce hours and improve work/life balance.
21. Corporate Training was carried out this quarter in the following areas:
  - Staff Development Group (ongoing during the year), 14 people attended
  - Alumni Refresh Programme (for previous SDG members - ongoing during the year), 11 people attended
  - Mental Health 1st Aid, 38 people attended
  - Project Management, 10 people attended
  - Resilience for Managers, 12 people attended
  - ILM Coaching Course, 7 people attended
  - Practical Coaching Skills, 10 people attended
22. There were no work experience students within this period.
23. There were 29 roles advertised, 14 in January, 6 in February and the remaining 9 in March.
24. 24 roles were appointed to, giving a vacancy fill rate of 82.76%.
25. There were 5 roles that needed to be re-advertised; this was because there were no suitable candidates for these particular posts.

The recruitment coordinator has been busy this quarter with jobs from across the Council and preparing for future recruitment / advertising in the next quarter. The recruitment to some roles continues to be a challenge in some professional occupational areas such as planning staff, LGV drivers, HR, environmental health and Finance. This is due to a national shortage and high demand.

Following the introduction of the new rules on IR35, there has been an increase in the number staff on the Councils payroll. In the past, roles like Sports Coaches and Play Leaders would be recruited differently. Now applicants are placed on to casual contracts and pay-rolled through the Council. This has significantly increased the administration surrounding the recruitment process.

## **Conclusion**

26. The turnover rate whilst slightly above target is in an acceptable parameter, it is healthy for an organisation to have a number of leavers which creates opportunities for new ideas and skills to be brought in, staff levels and roles to be reviewed and progression opportunities within the organisation.
27. The number of staff who have internally transferred roles and are acting up or on secondments within the Council is positive and shows that staff are keen to develop their skills and remain at the Council.
28. The Council has demonstrated it looks for new avenues to continue to recruit the best talent available by looking at alternative digital recruitment solutions and seeking to look at recruiting Apprentices
29. The Council continues to seek feedback into the all aspects of the employee life cycle to make improvements to continue to support the retention of talent.
30. The Council where appropriate offers support to staff in the way of flexible working policies and Occupational Health support to help staff who wish to remain working at SCDC.

## **Options**

31. The Portfolio Holder may either note the report as presented, or note it with the addition of appropriate comments.

## **Implications**

32. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered:

### ***Financial***

33. There are financial implications in terms of the costs of advertising and recruitment of replacement staff. There may also be financial implications for temporary covering of work if standards of service are to be maintained.

### ***Staffing***

34. A certain level of turnover is healthy for an organisation. There will always be a natural number of leavers and this creates opportunities for reviewing job purpose and the skills and attributes that the organisation needs for the future.

### ***Risk Management***

35. The risks are low level. However recent changes to the Government Pension Scheme and caps on Public Sector exit payments mean we will need to be mindful when dealing with succession planning and change management. Change which may result in an exit from the organisation needs planning and HR involvement, as employees may be significantly impacted by these changes. HR will seek to minimise the risk to the employee and the organisation.

### ***Equality and Diversity***

36. At present limited monitoring is done on the diversity of voluntary leavers.

### **Consultation responses (including from the Youth Council)**

37. Consultation was not deemed appropriate in this case.

### **Effect on Strategic Aims**

**Aim 1 - Commitment to being a listening council, providing first class services accessible to all.**

38. Having the right employees in place is key to delivering high quality services

### **Background Papers**

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

None

**Report Author:** Helen Cornwell – Senior HR Advisor  
Telephone: (01954) 713291

39. **Appendix A**

**Table for Quarters 1 to 4 2016-17 (1<sup>st</sup> April 2016 to 31st March 2017)**

<b>Reason for leaving</b>	<b>Quarter 1 (01.04.16 – 30.06.16)</b>	<b>Quarter 2 (01.07.16 – 30.09.16)</b>	<b>Quarter 3 (01.10.16 – 31.12.16)</b>	<b>Quarter 4 (01.01.17 – 31.03.17)</b>
<b>Voluntary leavers</b>				
Change of area		1		
Move within public sector			1	
Move to private sector	1			
Improvement in salary		1		
Career progression		4		
Career break				
Voluntary leaver – no reason specified	4	4	5	10
Resignation with early access to Pension (Pre 65, but post 60)	1	1		1
Resignation with access to Pension (Post 65)	4	2	3	1
Flexible Access to Pension (left w. pension access, but returned on reduced hours/post)				
Other – personal reasons		8		
<b>Total Voluntary Leavers</b>	<b>10</b>	<b>21</b>	<b>9</b>	<b>12</b>
<b>Involuntary leavers</b>				
Redundancy	1	1		
Dismissal due to ill health/capability				
Dismissal due to conduct			1	1
End of fixed term contract	2		1	1
Ill Health Retirement				
Probation period failure				
TUPE transfer				
Death in service	1	0		
<b>Total Involuntary</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>2</b>
<b>Grand Total</b>	<b>11</b>	<b>22</b>	<b>11</b>	<b>14</b>



**Table showing reasons for leaving (Previous 5 years)**

Reason for leaving	Apr 11 – Mar 12	Apr 12 – Mar 13	Apr 13 – Mar 14	Apr 14 – Mar 15	Apr 15 – Mar 16	Apr 16 – Mar 17
<b>Voluntary leavers</b>						
Change of area	1		1	1	2	
Move within public sector	8	5	7	3	8	1
Move to private sector	6	3	10	6	6	1
Improvement in salary				1	1	
Career		2			1	
Career break					1	
Voluntary leaver – no reason specified	13	8	21	15	10	38
Resignation to retire pre 65	4	n/a	n/a			
Women retiring post 60 but pre 65		n/a	n/a			
Retirement pre 60 with Council agreement		n/a	n/a			
Other – personal reasons					3	
Resignation with early access to pension (pre 65 but over 60)	1	2	5	2	1	1
Resignation with access to pension (over 65)		2	5	7	6	6
Flexible access to pension (left w. pension, returned P/T)	1	2	4			1
<b>Total Voluntary Leavers</b>	<b>34</b>	<b>24</b>	<b>53</b>	<b>35</b>	<b>46</b>	<b>48</b>
<b>Voluntary leavers but not included in PI</b>		n/a	n/a			
Retirement at 65 or post 65 (change in legislation Dec 2006)	4	n/a	n/a			
Flexible retirement – (left w. pension, returned P/T)		n/a	n/a			
<b>Total Voluntary but not included in PI</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>Involuntary leavers</b>						
Redundancy	1	15	8	10		2
Dismissal due to ill health	3	2	1	1	3	
Dismissal due to conduct	1	1	3	4		2
End of fixed term contract	2	7	2	3	1	4
Ill health retirement	1			1		
Probation period failure						
TUPE transfer	6	15	1	2	22	
Death in service	1	1				3
<b>Total Involuntary</b>	<b>15</b>	<b>41</b>	<b>15</b>	<b>21</b>	<b>26</b>	<b>11</b>
<b>Grand Total</b>	<b>54</b>	<b>65</b>	<b>68</b>	<b>56</b>	<b>72</b>	<b>59</b>

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## Finance and Staffing Portfolio Holder – Work Plan 2017-18

Date of meeting	Reports to be signed off and sent to Democratic Services by 5.00pm on	Title of Report	Key or Non-Key?	Reason Key Specify no(s) listed below	Purpose of Report, ie For Recommendation / Decision / Monitoring	Lead Officer / Report Author	Date added to Corporate Forward Plan (contact: Victoria Wallace) *
To be rescheduled		Organisational Development Strategy refresh	Non-key		Decision	Susan Gardner-Craig	
18 July 2017 Provisional	Friday 7 July	Grants	Non-key		Decision	Gemma Barron / Liz Davy	
15 August 2017	Friday 4 August	Write offs	Key	1	Decision	Katie Brown	
	Friday 4 August	Treasury Management quarterly review	Non-key		Monitoring	Dan Hasler	

	Friday 4 August	Localised Council Tax Support Scheme	Non-key		Recn to Council in Jan 2018 or decn to consult and refer to Cabinet in Sep / Nov 2017 to rec to Council	Dawn Graham	
	Friday 4 August	Quarterly Reports on Sickness and Leavers	Non-key		Monitoring	Susan Gardner-Craig / Helen Cornwell	
	Friday 4 August	Revenues and Benefits Quarterly Performance Report	Non-key		Monitoring	Katie Brown / Dawn Graham	
	Friday 4 August	Grants	Non-key		Decision	Gemma Barron / Liz Davy	
<b>19 September 2017 provisional</b>	Friday 8 September	Grants	Non-key		Decision	Gemma Barron / Liz Davy	
<b>17 October 2017 Provisional</b>	Friday 6 October	Grants	Non-key		Decision	Gemma Barron / Liz Davy	
<b>21 November 2017</b>	Friday 10 November	Treasury Management quarterly review	Non-key		Monitoring	Dan Hasler	

	Friday 10 November	Revenues and Benefits Quarterly Performance Report	Non-key		Monitoring	Katie Brown / Dawn Graham	
	Friday 10 November	Quarterly Reports on Sickness and Leavers	Non-key		Monitoring	Susan Gardner-Craig / Helen Cornwell	
	Friday 10 November	Write offs	Key	1	Decision	Katie Brown	
	Friday 10 November	Grants	Non-key		Decision	Gemma Barron / Liz Davy	
	Friday 10 November	Organisational Development Strategy Refresh	Non-key		Decision	Susan Gardner-Craig	
<b>19 December 2017 Provisional</b>	Friday 8 December	Grants	Non-key		Decision	Gemma Barron / Liz Davy	
<b>16 January 2018 (provisional)</b>	Friday 5 January	Grants	Non-key		Decision	Gemma Barron / Liz Davy	

<b>20 February 2018</b>	Friday 9 February	Grants	Non-key		Decision	Gemma Barron / Liz Davy	
	Friday 9 February	Treasury Management	Non-key		Monitoring	Dan Hasler	
	Friday 9 February	Revenues and Benefits Quarterly Performance Report	Non-key		Monitoring	Katie Brown / Dawn Graham	
	Friday 9 February	Quarterly Reports on Sickness and Leavers	Non-key		Monitoring	Susan Gardner Craig / Cornwell	
	Friday 9 February	Write offs	Key	1	Decision	Katie Brown	
<b>20 March 2018 (provisional)</b>	Friday 9 March	Grants	Non-key		Decision	Gemma Barron / Liz Davy	
<b>17 April 2018 (provisional)</b>	Friday 6 April	Grants	Non-key		Decision	Gemma Barron / Liz Davy	

<b>15 May 2018</b>	Thursday 3 May (7 May is a Bank Holiday)	Grants	Non-key		Decision	Gemma Barron / Liz Davy	
	Thursday 3 May (7 May is a Bank Holiday)	Treasury Management	Non-key		Monitoring	Dan Hasler	
	Thursday 3 May (7 May is a Bank Holiday)	Revenues and Benefits Quarterly Performance Report	Non-key		Monitoring	Katie Brown / Dawn Graham	
	Thursday 3 May (7 May is a Bank Holiday)	Quarterly Reports on Sickness and Leavers	Non-key		Monitoring	Susan Gardner- Craig / Helen Cornwell	
	Thursday 3 May (7 May is a Bank Holiday)	Write-offs	Key	1	Decision	Katie Brown	
<b>19 June 2018</b>	Friday 8 June	Grants	Non-key		Decision	Gemma Barron / Liz Davy	

### Key Decisions

1. it is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or

2. it is likely to be significant in terms of its effects on communities living or working in an area of the District comprising two or more wards. In determining the meaning of `significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance)).

- Key decisions can only be made after they have been on the Corporate Forward Plan for at least 28 clear calendar days not including the day on which they first appear on the Forward Plan or the day on which the decision is to be made.



# Agenda Item 8

**REPORT TO:** Finance and Staffing Portfolio Holder

20 June 2017

**LEAD OFFICER:** Head of People and Organisational Development

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## **Sickness Absence 1 January 2017 – 31 March 2017**

### **Purpose**

1. The purpose of this report is to provide information on sickness absence for the period 1 January 2017 to 31 March 2017 and is a quarterly monitoring report and shows performance at year end.
2. This is not a key decision because it is for information only.

### **Recommendations**

3. It is recommended that the Finance and Staffing Portfolio holder
  - (a) notes the report and, in particular, the significant increase in absence during this quarter and the actions which are being taken to reduce the level of absence; and
  - (b) reinforces the role and responsibility of service managers in terms of active attendance management and in particular, prompt reporting of absences and close liaison with HR in terms of employee support, in line with the Attendance Management policy.

### **Executive Summary**

4. The fourth quarter performance has shown a significant increase on both the last (third) quarter figure and in comparison to the same period last year. Analysis of the data has established that the increase is mainly attributable to an increase in headcount following the TUPE transfer undertaken within the Shared Waste Services on 1st February 2017. This change saw 70 staff transfer from Cambridge City Council to SCDC, a number of which had current, long term absence and ongoing health conditions.
  - 801 days sickness absence can be attributed to the Single Shared Waste Service this quarter, 521 days of which relate to those who transferred.
  - of the 801 days, 151 days are attributed to absence occurring during this quarter, but date prior to the TUPE transfer (occurring in January 2017). A decision was made to include this figure in the reporting as it accurately reflects a figure of absence levels within our staff which will make benchmarking figures in the future more exact.

We have seen an increase across the majority of departments, including significant increases within Sheltered Housing and Business and Customer Service teams.

We have noted an increase in absences related to stress, depression and mental health which often result in long term absences. Most notably, however, there has been a very high increase in absences related to Muscular-skeletal and back issues,

this again is attributable to the Shared Waste service. In collaboration with the Health & Safety Advisor, further training is being considered surrounding manual handling and health safety in the work place to improve understanding of safe lifting/handling and to support the teams.

The early part of 2017 saw a high number of employees being affected by a particularly aggressive flu-like virus. This spread through the workforce and contributed to over 200 days being lost.

Early indicators of an increase in sickness absence, has prompted the HR team to review how absence is managed overall. The importance of early intervention and support to staff can help to avoid the absence or reduce the length of the absence. In addition to pro-active solutions, it is important that reactive resolutions and measures are in place and are successful in identifying and supporting individuals with ill health. The Council:

- provides a free and confidential counselling service and works closely with occupational health to support staff.
- Has delivered mental health awareness training which was well attended
- Personal resilience and mindfulness workshops are being made available to staff
- other initiatives supported by the Well being champions.

5. A key area of concern is the continuing delays, caused by line managers, in the notification of absences and completion of return to work meetings. This can result in a delay in terms of putting appropriate measure in place to support employees as well as inaccurate reporting and the possibility of incorrect payment of salary. It is extremely important that sickness absence is accurately recorded with the correct reason for absence and that absences for reasons such as caring responsibilities are classified in the correct manner so as not to distort the absence figures. HR are working with the management team to ensure they are aware of the differences and use appropriate methods and policies to ensure this is correctly recorded and offer appropriate support to the employees..
6. The HR team provide absence monitoring data, support and advice to line managers to help them improve attendance levels and, to identify appropriate support for employees. A new monthly sickness report is being provided to Directors and Heads of Service which sets out a month by month highlight report for each service including number of days lost, key reasons for absence and costs.
7. EMT and Service Managers are required to take appropriate action under the Attendance Management policy to ensure that attendance rates improve.

## **Background**

### **8. Sickness statistics**

#### **(A) Sickness PI – See Appendix A & Appendix G**

The sickness PI for the period 1 January 2017 to 31 March 2017 was 3.34 days' sickness absence per FTE. (*FTE used = 479.76 FTE at end of period to include impact of TUPE staff*) (*388.87 - 01/01/2017 and end of period 479.76 - 31/3/17*)

This demonstrates an increase of 55% in the PI for the same quarter in 2015/16, which was 2.15 days per FTE and an increase of 27% since last quarter Q3 2016/17.

The total cumulative days' sickness per FTE for the annual period 1 April 2016 to 31 March 2017 is 10.34 against an annual target of 7 days per FTE for 2016/17.

**(B) Sickness Days per Corporate Area – see Appendix B**

Sickness days lost has increased by 60.57% compared to last quarter (Q3 2016-17).

The 1604.1 days sickness absence can be attributed to **193 employees**.

**(C) Sickness Days per FTE – See Appendix C**

The sickness days recorded per FTE for the whole Council was 3.34 **in Quarter 4 2016-17**; this is an increase of **0.73 days** per FTE compared to Quarter 2 2016-17 (where 2.61 sickness days were recorded per FTE).

**(D) Long Term v Short Term sickness levels – See Appendix D**

Long-Term Sickness accounted for 53.8% of total sickness absence in Quarter 4.

One member of staff has subsequently left the council.

HR is working with line managers to facilitate smooth returns to work and implement relevant and effective measures to avoid and reduce absence overall.

**(E) Sickness Absence by reason – See Appendix E and F**

The chart shows the following changes since last quarter.

Significant increases within a variety of reasons however, mainly attributable to:

- Stress, depression and mental health
- Muscular-skeletal

There have been significant decreases to:

- Pregnancy Related
- Viral / Infections

**Considerations**

9. Service areas collect their own sickness information; this is then provided to Payroll and entered on the HR-Payroll system. It is important that recording of absences and completion of forms is accurate to ensure a consistent approach across service areas. Service managers are responsible for ensuring that absence is reported promptly and, managed effectively.

On a monthly basis, managers are sent reports showing sickness over the previous 12 months so they can take a pro-active approach to monitoring sickness absence.

The revised Return to Work form now has a section which asks whether the employee has hit a sickness trigger. If this is the case, managers should arrange to hold an informal review meeting and set a review period with their employees. If sickness fails to improve during this period, they should move to the formal process in

line with the Management of Attendance Management Policy. (Managers are supported by HR throughout informal/formal process.)

10. The Quarter 4 figure shows an increase in sickness absence levels since the last quarter as well as an increase on the same period last year. The HR team continue to work closely with managers to address sickness absence issues. Managers are encouraged to take a proactive approach to managing sickness absence so that absences can be addressed in a timely manner.

### **Planned Actions**

11. The HR team have planned a number of actions to assist and support line managers:
  - Roll out self service access to employee sickness records to all line managers
  - Workshops for manager delivered by the Council's Occupational Health provider on a range of topics such as; how to conduct return to work meetings; how to complete referral forms and duty of care
  - Signposting and advice for mental health wellbeing
  - Further wellbeing initiatives including finance, nutrition, 'good sleep'

### **Implications**

12. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

#### ***Financial***

13. Under the Green Book the maximum amount of contractual sick pay after five years local government service is six months at full pay, six months half pay. There are also the financial costs involved in temporary cover of long-term sickness cases to maintain service delivery.

#### ***Legal***

14. The Council has an obligation to make reasonable adjustments to allow a disabled employee to continue working or to join the organisation. Sickness records are a protected category under the Data Protection Act provisions in relation to employee records.

#### ***Staffing***

15. The Council aims to support staff that experience ill health and to assist them to maintain a good attendance at work.
16. Sickness absence has an impact on the delivery of services to customers and means that duties need to be covered or reallocated to ensure continuity of service delivery. Long periods of absence as well as unplanned short-term periods of absence can cause disruptions and put additional pressure on remaining team members.

#### ***Risk Management***

17. There is a risk to the Council if managers fail to fully manage and support employees. This risk is reduced if managers take appropriate actions, under the Council's policies.

### ***Equality and Diversity***

18. There is currently minimal monitoring from an equal opportunity perspective on sickness absence.

### **Consultation responses (including from the Youth Council)**

19. There was no consultation taken on this report.

### **Effect on Strategic Aims**

#### **Aim 1 - Commitment to being a listening council, providing first class services accessible to all**

20. Reducing the number of days lost to sickness absence will have an impact on improving service delivery and value for money for residents

### **Background Papers**

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
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- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

**Report Author:** Samantha Bon – Interim HR Advisor Telephone: (01954) 713900

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