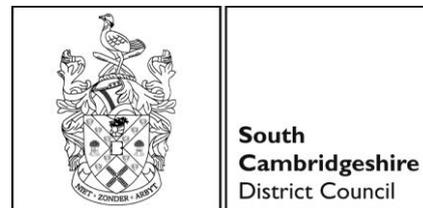


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29 November 2018

To: Chairman – Councillor Henry Batchelor
Vice-Chairman – Councillor Dawn Percival
Members of the Employment and Staffing Committee – Councillors
Sarah Cheung Johnson, Dr. Claire Daunton, Philippa Hart, Mark Howell and
Peter Topping

Quorum: 3

Dear Councillor

You are invited to attend the next meeting of **EMPLOYMENT AND STAFFING COMMITTEE**, which will be held in **JEAVONS ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **FRIDAY, 7 DECEMBER 2018 at 10.00 a.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution *in advance of* the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully
Beverly Agass
Chief Executive

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

AGENDA

	PAGES
1. APOLOGIES FOR ABSENCE To receive Apologies for Absence from Committee members.	
2. DECLARATIONS OF INTEREST	
3. MINUTES OF PREVIOUS MEETING To confirm the minutes held on 7 November 2018 as a correct record.	1 - 2
4. RETENTION AND TURNOVER REPORT: JULY TO SEPTEMBER 2018	3 - 10
5. SICKNESS ABSENCE: JULY TO SEPTEMBER 2018	11 - 24
6. VERBAL FEEDBACK ON DISABILITY AND EMPLOYMENT	

EXCLUSION OF PRESS AND PUBLIC

The press and public are likely to be excluded from the meeting during consideration of the following item in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 1 of Schedule 12A (as amended) of the Act).

7. DRAFT STAFF SURVEY QUESTIONNAIRE

25 - 32

8. DATE OF NEXT MEETING

The Committee's next meeting has been scheduled for 17 January 2019 at 10am in the Monkfield Room.

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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

While we try to make sure that you stay safe when visiting South Cambridgeshire Hall, you also have a responsibility for your own safety, and that of others.

Security

When attending meetings in non-public areas of the Council offices you must report to Reception, sign in, and at all times wear the Visitor badge issued. Before leaving the building, please sign out and return the Visitor badge to Reception.

Public seating in meeting rooms is limited. For further details contact Democratic Services on 03450 450 500 or e-mail democratic.services@scambs.gov.uk

Emergency and Evacuation

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- **Do not** use the lifts to leave the building. If you are unable to use stairs by yourself, the emergency staircase landings have fire refuge areas, which give protection for a minimum of 1.5 hours. Press the alarm button and wait for help from Council fire wardens or the fire brigade.
- **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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If you feel unwell or need first aid, please alert a member of staff.

Access for People with Disabilities

We are committed to improving, for all members of the community, access to our agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you. All meeting rooms are accessible to wheelchair users. There are disabled toilet facilities on each floor of the building. Infra-red hearing assistance systems are available in the Council Chamber and viewing gallery. To use these, you must sit in sight of the infra-red transmitter and wear a 'neck loop', which can be used with a hearing aid switched to the 'T' position. If your hearing aid does not have the 'T' position facility then earphones are also available and can be used independently. You can get both neck loops and earphones from Reception.

Toilets

Public toilets are available on each floor of the building next to the lifts.

Recording of Business and Use of Mobile Phones

We are open and transparent about how we make decisions. We allow recording, filming and photography at Council, Cabinet and other meetings, which members of the public can attend, so long as proceedings at the meeting are not disrupted. We also allow the use of social media during meetings to bring Council issues to the attention of a wider audience. To minimise disturbance to others attending the meeting, please switch your phone or other mobile device to silent / vibrate mode.

Banners, Placards and similar items

You are not allowed to bring into, or display at, any public meeting any banner, placard, poster or other similar item. Failure to do so, will result in the Chairman suspending the meeting until such items are removed.

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.

Smoking

Since 1 July 2008, South Cambridgeshire District Council has operated a Smoke Free Policy. No one is allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

Food and Drink

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. You are not allowed to bring food or drink into the meeting room.

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Employment and Staffing Committee held on
Wednesday, 7 November 2018 at 4.00 p.m.

PRESENT:	Councillor Henry Batchelor – Chairman Councillor Dawn Percival – Vice-Chairman	
Councillors:	Dr. Claire Daunton Peter Topping	Philippa Hart
Officers:	Patrick Adams Beverly Agass Susan Gardner Craig Rory McKenna	Senior Democratic Services Officer Chief Executive Head of People and Organisational Development Deputy Head of Legal Practice

Councillor John Williams was in attendance, by invitation.

1. APOLOGIES FOR ABSENCE

Apologies for Absence were received from Councillors Sarah Cheung-Johnson and Mark Howell.

2. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

3. MINUTES OF PREVIOUS MEETING

The Minutes of the Meeting held on 7 September 2018 were agreed as a correct record.

4. APPOINTMENT OF SECTION 151 OFFICER

The Press and Public were excluded from the meeting during consideration of the following item in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 1 of Schedule 12A (as amended) of the Act).

The Head of People and Organisational Development presented the report on the need to appoint a Section 151 Officer. It was noted that the current postholder was leaving at the end of the year and under the terms of the Local Government Act 1972 the Council was required to have a Section 151 Officer, as it was a statutory role.

Consideration of a shared post

In response to questioning, the Head of People and Organisational Development explained that the Council had considered creating a shared post with another authority, but this had been rejected, as it was considered necessary to appoint a full-time officer to this position due to the amount of work involved. This included the signing off of the accounts, the preparation of the budget, the overseeing of the Medium Term Financial Strategy and the implementing of the new financial management system.

Consideration of appointing a new permanent officer

In response to questioning, the Chief Executive explained that the Council needed a new Section 151 Officer in post by the beginning of next year, which meant that there was insufficient time to recruit a permanent member of staff, who would probably have to

give up to three months notice. It was noted that the proposed length of appointment was for 6-12 months to take account of the outcome of an organisational review and that the Council planned to start the recruitment process for a permanent officer as soon as possible during this period.

Consideration of the applicant

The Committee noted that Mr Robert Palmer was suitably qualified and had previously held the position of Section 151 Officer at Epping Forest District Council. He came recommended by the East of England Local Government Agency and had excellent references. It was noted that the offer of appointment would include a suitable notice period.

The Employment and Staffing Committee

NOTED

- A)** That the individual who currently holds the role of S151 Officer has resigned.
- B)** That the Council needs to act swiftly to put into effect interim arrangements and resource so that a handover and smooth transfer of knowledge is achieved before the current postholder leaves the Council.

The Employment and Staffing Committee unanimously

RECOMMENDED TO COUNCIL the appointment of Mr Robert Palmer as Interim S151 Officer with effect from 1 January 2019.

5. DATE OF NEXT MEETING

The Committee agreed that its next meeting should be held on Friday 7 December at 10am.

The Meeting ended at 4.30 p.m.

Agenda Item 4

REPORT TO: Employment & Staffing Committee

7 December 2018

LEAD OFFICER: Susan Gardner-Craig

RETENTION AND TURNOVER REPORT: Q2 – 1 July 2018 – 30 September 2018

Purpose

1. This report provides an analysis of the turnover of staff between 1st July 2018 – 30th September 2018. 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 the Employment and Staffing Committee note the report and actions taken following exit interviews.

Reasons for Recommendations

4. This information report forms part of the Employment and Staffing Committee framework for monitoring the Council's staffing resource.

Background

5. The Performance Indicator (PI) value for Quarter 2 (1st July – 30th September 2018) is **3.9%** (based on a headcount figure of 564 at 1st July 2018). The quarterly target for voluntary leavers is 3.25%¹.
6. The rate of all leavers (taking into account both voluntary and involuntary leavers) is 4.43% for Q2. (Including redundancies and end of fixed term contracts.)
7. Information is recorded from Leavers Forms forwarded to HR for processing. Exit Interviews are compulsory for all leavers (unless inappropriate – for example in the case of Dismissal due to disciplinary or capability issues).
8. In Q1, only 5 leavers (33.3%) had exit interviews. In Q2, this number has increased to 14 leavers (63.64%). This is a positive increase, and has enabled us to gain more feedback to establish why staff have chosen to leave the organisation. In addition, exit interviews help to identify trends and areas of concern on which the council can make improvements. Managers are expected to carry out exit interviews and completion will be encouraged by HR. The employee can request to have their exit interview with a member of the HR team. The HR Team are reviewing the Leavers'

¹ 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).

process, and will be following up with line managers when Exit Interviews are not received, to establish the reason for this.

9. The breakdown of reasons for leaving can be found at Appendix 1.
10. There was an increase in the number of voluntary leavers compared to last quarter and a decrease in the number of involuntary leavers.

Considerations

11. Appendix A is compiled from information contained in Leavers' Forms sent by Managers to HR/Payroll.
12. The following information was gathered from the exit interviews during which employees raised issues pertaining to and, any action taken by the manager/HR. In some instances, staff have asked for some of the issues they have raised in the Exit Interview to not be made known to their manager.

Issue raised	Action taken by manager/HR
Lack of career progression, either from their current role, and across the organisation	Proposals have been made in the OD strategy.
Issues raised re individual managers/working environment	Feedback given to managers
Professional fees not paid	Professional fees are now paid under the 2018-19 pay agreement. This is an average cost of £343/officer.
Communication during Phase 1 of GCSPS	Feedback considered as part of the Phase 2 Consultation..

13. A section has been added to the exit interview form for managers to provide detail on any actions they have taken as a result of the employee's feedback. The manager can also add comments in cases where the views of the manager may not be the same as the individual's. We hope that this will improve the quality of information in the future.

Recruitment

14. The number of staff joining the Council on a permanent or fixed term contract in this quarter was 36.
15. 14 members of staff changed positions internally.
16. Total number of staff who started new roles within the council was 22.
17. There were 3 external candidates who were working as agency temporary workers and started permanent contracts within this quarter.
18. 17 members of staff were acting up in the period.
2 members of staff were on secondment outside of the Council.
29 members of staff are in receipt of a market supplement.
19. 2 apprentices started with the Council this quarter and we continue to speak with recruiting managers about opportunities for new posts or opportunities within their team to start an apprenticeship. There are 5 apprentices currently in post. We will be advertising a minimum of 3 apprenticeship vacancies within the next quarter. We are currently developing a proposal regarding Management Apprenticeships, which we intend to publish in Q4. The aim is for this to increase development opportunities and learning pathways within the Council.
20. There were 6 work experience students within this period, who worked in Housing, Health & Environmental Services, Facilities and Revenues & Benefits.
21. There were 29 roles advertised in this period. 12 advertised in July, 9 in August and 8 in September.
22. 20 roles were appointed to, giving a vacancy fill rate of 68.9%
23. There were 9 roles that will need to be re-advertised; this was because there were no suitable candidates for these particular posts. There are 2 roles which are currently at shortlisting or interview stage.
24. The Recruitment Coordinator has been actively engaged with recruiting managers to advertise jobs from across the Council. She is now preparing for future recruitment / advertising in the next quarter. Review of Recruitment and Retention working group took place in October 2018 and as a result, actions are being taken forward which include changes to the Online Application process and promotion of benefits available to employees. Actions will be carried out during quarter 3 and updates will be provided within the next quarterly report.
25. Corporate Training was carried out this quarter in the following areas:
 - Equality, diversity and mental wellbeing
 - Identifying and managing challenging behaviours
 - Developing resilience during change
 - Investigation training for line managers
 - Pre-retirement
 - Managing remote and flexible workforces
 - Working in a remote and flexible workforce

Conclusion

26. The turnover rate is over the target, but within the tolerance. This is an increase on Q1, and when looking at the reasons given, a significant number of the voluntary leavers (8 of 22 – 36%) have moved to the private sector. Career progression was cited as the primary reason for 3 leavers, and secondary reason for 1 leaver. 3 leavers moved within the public sector. It should be noted that a high turnover rate presents a risk to Council.
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. Further analysis and review of information recorded as part of the individual performance review cycle will enable us to enhance and improve on this.
28. The Council continues to explore mediums to attract and recruit the best talent available by utilising alternative digital recruitment solutions and 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. In this Quarter, we have completed a Salary Review/Benchmarking programme within GCSPS. We have rolling adverts in place across GCSPS and GCSWS. We can look at taking these forward in different Service Areas across the Council. Further feedback regarding the employee life cycle will be gathered through the employee survey later on this year.
30. The Council, where appropriate, offers support to staff through flexible working policies and other options such as flexible retirement. For staff who experience health issues or have a disability, the Council has an Occupational Health service which supports staff to remain working at SCDC wherever possible.

Options

31. That the CMT/Employment and Staffing Committee either notes the report as presented or note it with the addition of appropriate comments.

Implications

32. In the writing of this report the author has taken account of the following implications:

Financial

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

Staffing

34. A certain level of turnover is healthy for an organisation as it enables new ideas and skills to be brought into the 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 council will seek to mitigate and eliminate risks associated with employment relations matters for example, change management, case management and involuntary leavers.
36. Current identified risks in relation to recruitment challenges are included on the risk register. The council continually reviews measures to mitigate this risk.
37. Proposed changes to the Government Pension Scheme (LGPS) and caps on Public Sector exit payments mean we will need to be mindful when dealing with succession planning and change management.

Equality and Diversity

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

Consultation responses (including from the Youth Council)

39. 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.

40. Having the right employees with the right skills and who feel valued is key to achieving high levels of productivity and customer satisfaction for the delivery of 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: Donya Taylor - HR Advisor
Telephone: (01954) 712900

41. **Appendix A**

Table for Quarters 3 to 4 2017-18, Quarters 1 to 2 2018-19, (1st October 2017 – 30th September 2018).

Reason for leaving	Quarter 3	Quarter 4	Quarter 1	Quarter 2
Voluntary leavers				
Change of area				
Move within public sector	2	2		3
Move to private sector	1			8
Improvement in salary				0+1*
Career progression				3+1*
Career break				0
Non return from maternity/adoption/parental leave				0+1*
Voluntary leaver – no reason specified	6	9	15	5
Resignation with early access to Pension (Pre 65, but post 60)	1			1
Resignation with access to Pension (Post 65)	1	1		0
Flexible Access to Pension (left w. pension access, but returned on reduced hours/post)				0
Other – personal reasons				2
Total Voluntary Leavers	11	12	15	22
Involuntary leavers				
Redundancy			2	
Dismissal due to ill health/capability	1		1	
Dismissal due to conduct	1	1		
End of fixed term contract	2			
Ill Health Retirement			1	2
Probation period failure				
TUPE transfer				
Death in service				1
Total Involuntary	4	1	4	3
Grand Total	15	13	19	25

*N.B.: reason marked as * in Q2 was a secondary reason for leaving on the leavers form/exit interview.*

Table showing Leavers 2018-2019; breakdown by Service Area

Service Area	Q1	Q2
Health & Environmental Services	2	2
GCSWS	8	7
GCSPS	4	8
Affordable Homes	2	4
Corporate Services	1	1
Revenues & Benefits	1	2
Accountancy	0	1
Business & Customer Services	1	0
Total	19	25

Table showing reasons for leaving (Previous 3 years)

Reason for leaving	Apr 15 – Mar 16	Apr 16 – Mar 17	Apr 17 – Mar 18
Voluntary leavers			
Change of area	2		2
Move within public sector	8	1	7
Move to private sector	6	1	4
Improvement in salary	1		1
Career progression	1		3
Career break	1		
Voluntary leaver – no reason specified	10	38	24
Resignation to retire pre 65	n/a	n/a	n/a
Women retiring post 60 but pre 65	n/a	n/a	n/a
Retirement pre 60 with Council agreement	n/a	n/a	n/a
Other – personal reasons	3		
Resignation with early access to pension (pre 65 but over 60)	1	1	1
Resignation with access to pension (over 65)	6	6	2
Flexible access to pension (left w. pension, returned P/T)		1	
Total Voluntary Leavers	46	48	44
Voluntary leavers but not included in PI	n/a	n/a	n/a
Retirement at 65 or post 65 (change in legislation Dec 2006)	n/a	n/a	n/a
Flexible retirement – (left w. pension, returned P/T)	n/a	n/a	n/a
Total Voluntary but not included in PI	0	0	0
Involuntary leavers			
Redundancy		2	2
Dismissal due to ill health	3		1
Dismissal due to conduct		2	2
End of fixed term contract	1	4	2
Ill health retirement			1
Probation period failure			
TUPE transfer	22		
Death in service		3	
Total Involuntary	26	11	8
Grand Total	72	59	52

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Agenda Item 5

REPORT TO: Employment and Staffing Committee 30th October 2018
LEAD OFFICER: Susan Gardner-Craig – Head of People and Organisational Development

SICKNESS ABSENCE 1 JULY 2018 TO 30 SEPTEMBER 2018

Purpose

1. The purpose of this report is to provide information on sickness absence for the period 1 July to 30 September 2018 and is a quarterly monitoring report.
2. This is not a key decision because it is for information only.

Recommendations

It is recommended that CMT note the report, the actions already being taken and, reinforce the requirement for service managers to be aware of their responsibilities in terms of active attendance management and particularly prompt reporting of absences, the completion of return to work interviews and close liaison with HR in terms of supporting employees in line with the Attendance Management policy

3. Executive Summary

This quarter's performance has shown a **7.29% decrease** on the previous quarter's figure (Q4 2017-18) in the number of sick days, and a **7.8% decrease** on the same quarter last year, in terms of the number of days recorded as sickness absence.

In terms of the reasons behind absences, the two highest categories for absence are Other muscular-skeletal and Stress, depression & mental health, which accounted for 56% of total absence for this Quarter.

Muscular skeletal conditions/disorders (MSDs) are those that affect the human body's movement or musculoskeletal system (i.e. muscles, tendons, ligaments, nerves, discs, blood vessels, etc.)

Common MSDs include: tendonitis, ligament sprain, carpal tunnel syndrome, multiple sclerosis, chronic arthritis, joint issues and inflammation, ruptured/herniated disc, etc.

Cancer is recorded under Other.

The table below shows the number of day's absence attributed to each reason over that last year, as well as what percentage of the total absences that correlates to.

Reason	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/10	Q2 2018/19
Back and Neck Pain	86 (7%)	233.1 (17%)	100 (7%)	64 (5%)	113 (10%)
Other Muscular-Skeletal	332.5 (26%)	327 (24%)	175 (12%)	370.5 (29%)	348 (29%)

It should be noted that when looking at the total absence for other Muscular Skeletal reasons within Q2, 3 employees account for 57% of the time lost to sickness in this category. Of those 3 employees, one has retired due to ill health, one is going through the process of retiring due to ill health, and the third is recovering from a joint operation.

Looking at the breakdown of Muscular Skeletal absences by department, 49% are attributed to the Greater Cambridge Waste Service (GCWS), 28% are attributed to Health and Environmental Services, and 19% are attributed to Revenues and Benefits. Looking at the breakdown of Back and Neck Pain absences, all of them are attributed to GCWS employees.

There has been a slight decrease for Chest/Respiratory reasons, compared to Q1 2018-19. This is likely to be a result of warmer weather.

The number of days absence for Stress/depression & mental health has continued to decrease in Q2, compared to Q1 2018/19, and has also decreased in comparison to the same period last year (Q2 2017-18). However, as a percentage of overall absence it has remained fairly constant, with a slight increase in Q4 2017/18 (see table below).

Stress/depression & mental health	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
No. days absent and percentage	336.1 (26.3%)	344.1 (25%)	416 (28.8%)	342 (26.9%)	310 (26.3%)

The 310 days of absence in Q2 relate to 18 employees, of these 3 employees account for 41% of the absence, and looking at the breakdown by Department, 44.8% are attributed to GCWS and 23.9% to Greater Cambridge Shared Planning Service.

The Council has existing measures in place to support mental health in the workplace. This includes offering a free and confidential counselling service, Mental Health First Aider training and the use of stress risk assessments.

HR will continue to work with our OH provider to minimise these risks.

4. The HR team continue to provide absence monitoring data to service managers and, advice to line managers in order to improve attendance and, to identify appropriate support for employees. Monthly reports are 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.

Directors and Service Managers are required to take appropriate action under the Attendance Management policy to ensure that attendance rates improve.

Background

5. Sickness statistics

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

The sickness PI for the period 1st July – 30th September 2018 was 2.26 days' sickness absence per FTE (*FTE for Q2 = 521.06, compared to 521.21 for Q1*).

In this quarter, 19 RTW forms were not received, and 2 GP certificates were received with no notification form completed.

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

Sickness days lost has decreased by **7.29%** compared to last quarter (Q1 2018-19).

The **1179** days sickness absence can be attributed to **132 employees**. The number of employees who have been absent has increased from 118 in Q1 to 132 in Q2.

(C) Sickness Days per FTE – See Appendix C

The sickness days recorded per FTE for the whole Council was 2.29 in Quarter 2 2018-19.

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

Long-Term Sickness accounted for 46.78% of total sickness absence in Quarter 2.

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

The chart shows the following changes since last quarter (Q1 2018/19).

The three highest reasons for Sickness Absence in this Quarter were Other muscular-skeletal, stress, depression & mental health, and Other.

When comparing Q2 to Q1 2018-19, there have been slight increases due to the following reasons

- Back and neck pain
- Stomach, liver, kidney, digestion
- Viral/infections

During the same period, there have been decreases to

- Chest/respiratory
- Heart, blood pressure, circulation
- Other
- Other muscular skeletal
- Stress, depression & mental health

Compared to the same quarter last year (Q2 2017/18) there have been slight increases attributed to

- Back

- Other muscular skeletal

And for the same period, decreases to the following:

- Chest/respiratory
- Other
- Stomach, liver, kidney, digestion
- Viral/infections

We are continuing to reduce the number of absences attributed to 'other' by working with managers to clarify reasons. This will help us to identify appropriate support for staff in relation to absence and aid us in compiling more reliable and useful data. The HR team are currently looking at making changes to the Sickness Absence Notification form, which includes removing Other as an option.

Considerations

6. Service areas collect their own sickness information; this is then provided to HR-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. Accuracy is also an important consideration which can affect the reporting and pay.

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. Managers are supported by HR throughout the informal/formal attendance management process/cycle.

We are working with our OH provider to assess what support can be provided in the workplace to support employees with other muscular-skeletal or back conditions, within the current terms of our contract. We are also exploring what additional support measures could be provided by the OH provider, alongside the cost and potential benefits, and what other tools and services are available.

Although there has been a decrease in the numbers of days lost for Stress, depression & mental health in this Quarter, this reason is the second largest reason for absence in this quarter.

As part of the Corporate Training Plan, a Building Resilience Course was run in September, and the HR team are investigating additional mental health training available.

The number of new referrals to our Counselling service has decreased from 15 in Q1 to 12 in this Quarter; please note that this excludes the generic referral code provided to GCSWS staff. However, a number of staff have requested additional counselling sessions following the initial 6 sessions provided by the Council.

Implications

7. 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

8. The Council follows the guidance within the NJC Terms and Conditions of employment for Local Government, known as 'Green Book'. The Green Book scheme for sickness absence provides that employees are entitled to occupational sick pay which is determined by length of service. The maximum amount of contractual sick pay after five years local government service is six months at full pay, six months half pay.
9. There are also the financial costs incurred in relation to the need for temporary cover of short and long-term sickness cases to maintain service delivery. In particular, any absence within the waste service crews will need to be covered by agency staff.

Legal

10. 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

11. The Council aims to support staff that experience ill health and to assist them to maintain a good attendance at work.
12. 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

13. There are minimal levels of risk as sickness cases are actively managed.

Equality and Diversity

14. There is currently minimal monitoring (gender, age, ethnic group, sexual orientation, disability) from an equal opportunity perspective on sickness absence. However the Council does employ a number of staff who have medical conditions which are considered to meet the definition of disability. The Council works with its occupational health provider and external agencies to ensure appropriate reasonable adjustments are in place.

Consultation responses (including from the Youth Council)

15. There was no consultation taken on this report.

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.

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Appendix A - Trend information for BVPI 12 – day’s sickness per FTE (2018/19)

Quarter	Q1	Q2	Q3	Q4
BVPI 12 figure	2.44	2.26		
Cumulative	2.44	4.7		
BVPI 12 figure last year	2.57	2.7	2.86	2.92

Year	10/11	11/12	12/13	13/14	14/15	15/16
BVPI 12 figure (year end)	12.13	11.58	8.27	7.82	8.07	8.75
FTE at year end	449.28	441.12	431.3	395.55	386.51	394.5

Year	16/17	17/18	18/19	19/20	20/21	21/22
BVPI 12 figure (year end)	10.34	11.05				
FTE at year end	388.87	493.85				

Appendix B – Benchmark Figures by Corporate Area

Quarter 2 (01/07/18 - 30/09/18)			
Area	No. of available working days lost due to sickness	No. Employee's with sickness absence days in period	Comments
Affordable Homes			
Affordable Homes (ex. SH)	110	19	
Sheltered Housing	26	5	
Chief Executive Team			
Chief Executive Team	5	2	
Corporate Services			
Finance, Policy & Performance	0	0	
Business & Customer Service	44.45	8	
HR	4	1	
Facilities	20	1	
Democratic Services	0	0	
Revenues & Benefits	98	6	
H& ES			
Health & Environment (ex. SSWS)	139.45	10	
GCWS	601	66	
GCSPS			
GCSPS	132	14	
Total	1179.9	132	



Appendix C - Sickness Days per FTE in Quarter 2 (01/07/18 - 30/09/18) (Compared to last quarter)

	Increased Sickness	Maintained Sickness	Decreased Sickness		
Area	FTE at 01/04/2018	Sickness days per FTE in Q1 (2018/19)	FTE at 01/07/2018	Sickness days per FTE in Q2 (2018/19)	Number of sickness days between Q4 2017/18 & Q1 2018/19
Affordable Homes	103.55	3.34	104.64	1.30	-2.04
Affordable Homes (ex. SH)	80.09	1.97	81.70	1.35	-0.62
Sheltered Housing	23.46	48.17	22.94	1.13	-47.04
Chief Executives	9.04	0.06	9.56	0.52	0.46
Corporate Services (Total of 7 depts. below)	93.6	2.05	91.67	1.82	-0.24
Finance, Policy & Performance	16.29	0.37	15.09	0.00	-0.37
Business & Customer Service	17.74	0.34	16.74	2.66	2.32
HR	6.92	0.87	6.92	0.58	-0.29
Facilities	6.12	0.00	6.39	3.13	3.13
Land charges, Democratic Services & Revenues & Benefits	7.55	1.99	7.55	0.00	-1.99
	38.98	4.08	38.98	2.51	-1.57
H&ES	216	3.69	210.36	3.52	-0.17
Health & Environment	46.91	0.82	48.27	2.89	2.07
GCSW	169.09	4.48	162.09	3.71	-0.77
GCSPS	99.02	0.08	99.02	1.33	1.25
			515.25	2.29	

Appendix D – Long Term v Short Term sickness

Department	Quarter 2 (01/07/18 - 30/09/18) sickness			
	No of days Long term (20+ days)	% of dept. absence that = Long Term	No of days Short term	% of dept. absence that = Short Term
Affordable Homes				
Affordable Homes (exc. SH and DLO)	55	50.0%	55	50.0%
Sheltered Housing	0	0.0%	26	100.0%
Chief Executive Team	0	0.0%	5	100.0%
Corporate Services				
Finance, Policy & Performance	0	0.0%	0	0.0%
Business & Customer Services	0	0.0%	44.45	0.0%
HR	0	0.0%	4	100.0%
Facilities	20	100.0%	0	0.0%
Democratic Services & Elections	0	0.0%	0	0.0%
Revenues & Benefits	89	90.8%	9	9.2%
H&ES				
Health & Environment (ex. DSO)	97	69.6%	42.45	30.4%
GCSW	232	38.6%	369	61.4%
GCSPS	59	44.7%	73	55.3%
Total	552	46.78%	627.9	53.22%

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Appendix E – Sickness absence by reason given – Quarter 2 (01/07/18 – 30/09/18) (figures quoted as number of working days lost)

Reason	Affordable Homes	Sheltered Housing	Chief Exec Team	Corp Services – Finance, Policy & Performance	Corp Services – Bus/Cust Services	Corp Services – HR	Corp Services – Facilities	Corp Services – Elections & Dem Services	Corp Services – Revenues & Benefits	Health & Env't Services	GCSW	GCSPS	Total	
Back											113		113	Back
Chest/respiratory	1				10					9	24	14	58	Chest/respiratory
Ear, nose, mouth, eye	5								2	1	3	10	21	Ear, nose, mouth, eye
Face													0	Face
Genito-urinary											2	1	3	Genito-urinary
Headaches & migraine	2	1								6.5	2	1	12.5	Headaches & migraine
Heart, blood pressure, circulation													0	Heart, blood pressure, circulation
Operation & post op recovery													0	Operation & post op recovery
Other	42	4			7		20				40	2	115	Other
Other Muscular-Skeletal									65	97	169	17	348	Other Muscular-Skeletal
Pregnancy related	4					4							8	Pregnancy related
Stomach, liver, kidney, digestion	7	2	4		6.5				1	3	86	3	112.5	Stomach, liver, kidney, digestion
Stress, depression & mental health	41	19			8				29		139	74	310	Stress, depression & mental health
Viral/Infections	8		1		13				1	23	23	10	79	Viral/Infections
Not recorded													0	Not recorded
Total	110	26	5	0	44.5	4	20	0	98	139.5	601	132	1180	Total

Appendix F - Summary of Sickness by Reason compared to last quarter Q1 (2018-19) and Q2 last year (2017-18)

Increased Sickness	Maintained Sickness	Decreased Sickness
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Reason	LAST QUARTER Q1 2018/19	Q2 LAST YEAR 2018- 19	Days Lost for Q2 (2018/19) 01/07/18- 30/09/18	Change since last quarter (Q1 18-19) -/+	Change since Q2 last year (17-18) - /+
Back	64	86	113	49	27
Chest/respiratory	96	105	58	-38	-47
Ear, nose, mouth, eye	10	17	21	11	4
Face	0	0	0	0	0
Genito-urinary	0	9	3	3	-6
Headaches & migraine	11	6.6	12.5	1.5	5.9
Heart, blood pressure,	22	11	0	-22	-11
Operation & post op recovery	0	0	0	0	0
Other	203	137.5	115	-88	-22.5
Other Muscular- Skeletal	370.5	332.5	348	-22.5	15.5
Pregnancy related	1	1	8	7	7
Stomach, liver, kidney, digestion	94.1	126	112.5	18.4	-13.5
Stress, depression &	342	336.1	310	-32	-26.1
Viral/Infections	59.1	111.9	79	19.9	-32.9
Not recorded	0	0	0	0	0
Total	1272.7	1279.6	1180		

Appendix G - Missing Absence Records Q2 - 18 - 19

July

5 RTW forms were not received

	Over 1 month	Over 2 months	Over 3 Months
Affordable Homes	0	0	0
HES (GCSW)	0	1	2
Corporate Services	1	0	0
GCSWS	1	0	0

1 expired doctors notes with no return to work
2 doctors certificates received with no notification form completed

	Over 1 month	Over 2 months	Over 3 Months
Affordable Homes	1	0	0
HES (GCSW)	1	0	0
Corporate Services	0	0	0
GCSWS	1	0	0

August

7 RTW forms were not received

	Over 1 month	Over 2 months	Over 3 Months
Affordable Homes	2	0	0
HES (GCSW)	2	0	1
Corporate Services	1	0	0
GCSWS	0	1	0

1 expired doctors notes with no return to work

	Over 1 month	Over 2 months	Over 3 Months
Affordable Homes	0	0	0
HES (GCSW)	1	0	0
Corporate Services	0	0	0
GCSWS	0	0	0

September

7 RTW forms were not received

	Over 1 month	Over 2 months	Over 3 Months
Affordable Homes	1	1	0
HES (GCSW)	2	1	1
Corporate Services	0	0	0
GCSWS	0	0	1

4 expired doctors notes with no return to work

	Over 1 month	Over 2 months	Over 3 Months
Affordable Homes	0	0	0
HES (GCSW)	2	2	0
Corporate Services	0	0	0
GCSWS	0	0	0

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