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6 March 2019

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 **MONKFIELD ROOM - SOUTH CAMBRIDGESHIRE HALL** at South Cambridgeshire Hall on **THURSDAY, 14 MARCH 2019 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

Mike Hill

Interim 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 The minutes of the meeting held on 13 February 2019 were agreed as a correct record.	1 - 4
4. OPTIONS AROUND MATERNITY, PREMATURE BIRTH AND NEO-NATAL LEAVE	5 - 14
5. SICKNESS ABSENCE 1 OCTOBER 2018 TO 31 DECEMBER 2018	15 - 30
6. RETENTION AND TURNOVER: FOR QUARTER 3	31 - 38
7. RELOCATION FEES POLICY The Committee are invited to discuss the attached policy.	39 - 54
8. DISABILITY CONFIDENT SCHEME - ORAL UPDATE	

9. FORTHCOMING STAFF SURVEY - ORAL UPDATE

10. DATE OF NEXT MEETING

Members are asked to bring their diaries.

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 3 of Schedule 12A (as amended) of the Act).

Paragraph 3 refers to information relating to the financial or business affairs of any particular person (including the authority holding that information).

11. MINUTES OF PREVIOUS MEETING (EXEMPT)

55 - 58

A minute containing exempt information as defined in paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972 (as amended) has been circulated to councillors only. The press and public are likely to be excluded from the meeting during any discussion on the accuracy of the exempt minute.

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Employment and Staffing Committee held on
Wednesday, 13 February 2019 at 3.00 p.m.

PRESENT: Councillor Henry Batchelor – Chairman

Councillors: Sarah Cheung Johnson Dr. Claire Daunton
 Philippa Hart Mark Howell
 Peter Topping Peter McDonald

Officers: Susan Gardner Craig Head of People and Organisational Development
 Kathrin John Democratic Services Team Leader
 Tom Lewis Monitoring Officer
 Rory McKenna Deputy Head of Legal Practice

Matthew Gregson, Anthony Collins Solicitors LLP, was also in attendance as the Council's external legal advisor.

Councillors Grenville Chamberlain, Dr. Tumi Hawkins, Deborah Roberts, Heather Williams, John Williams and Nick Wright were in attendance, by invitation.

1. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Dawn Percival, the Vice Chairman of the Committee. Councillor Peter McDonald substituted for Councillor Percival.

In the absence of Councillor Percival, Councillor Dr. Claire Daunton acted in the role of Vice-Chairman for the meeting.

2. DECLARATIONS OF INTEREST

None.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 17 January 2019 were agreed as a correct record.

4. EXCLUSION OF PRESS AND PUBLIC

The Deputy Head of Legal Practice, advised that officers were of the view that the press and public should be excluded from this meeting during the consideration of the following item of business in accordance with the following relevant paragraphs of Part I of Schedule 12A of the Local Government Act (as amended):

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the Authority holding that information).

The Committee agreed that the item contained exempt information and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

It was accordingly

RESOLVED

That, in accordance with Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Act.

5. EMPLOYMENT MATTER

A copy of a report relating to a confidential employment matter was tabled at the meeting. In order to give Members time to read the contents of the report, the Chairman adjourned the meeting at 3.05pm. The meeting resumed at 3.08pm

The Committee considered the report which set out details of a confidential employment matter. It was confirmed that full Council approval would be required for the recommendations contained in the report

During discussion a number of questions and concerns were raised both by Members of the Committee and other Members of the Council, with the consent of the Chairman. Councillor Bridget Smith, the Leader of the Council, provided further background and context to the matter and to the proposal in the report and responded to Members' questions.

Mr Gregson responded to Members' questions and provided further legal advice, particularly in relation to paragraph 10 of the report.

The Head of People and Organisational Development and the Deputy Head of Legal Practice also dealt with Members' questions and provided further advice upon the matter under consideration.

During the ensuing discussion, some Members indicated their continuing concern regarding the proposal set out in the report.

Councillor Mark Howell moved that the question be now put. Upon being seconded, the procedural motion was approved by affirmation.

Upon being put to the vote, votes were cast as follows:

1. That full Council be recommended to approve the arrangements for the early retirement of the Chief Executive outlined as in the report.

In favour (5)

Councillors Henry Batchelor, Sarah Cheung Johnson, Dr. Claire Daunton, Philippa Hart and Peter McDonald.

Against (2)

Councillors Mark Howell and Peter Topping.

Abstain (0)

2. That full Council be recommended to appoint Michael John Hill as Interim Chief

Executive and, Head of Paid Service, Returning Officer and Electoral Registration Officer, and appointed to all other roles, duties and delegations that are prescribed for the Chief Executive in the Council's Constitution on an interim basis until a permanent appointment is made. The appointment to be effective from 1 March 2019.

In favour (6)

Against (0)

Abstain (1)

RECOMMENDED THAT COUNCIL

1. Approve the arrangements for the early retirement of the Chief Executive as outlined in the report.
2. Appoints Michael John Hill as Interim Chief Executive and, Head of Paid Service, Returning Officer and Electoral Registration Officer, and appointed to all other roles, duties and delegations that are prescribed for the Chief Executive in the Council's Constitution on an interim basis until a permanent appointment is made. The appointment to be effective from 1 March 2019.

The Meeting ended at 4.02 p.m.

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Agenda Item 4



REPORT TO: Employment and Staffing Committee
LEAD OFFICER: Susan Gardner-Craig

14 March 2019

Options around maternity, premature birth and neo-natal leave

Purpose

1. The purpose of this report is to consider the implications of introducing a premature birth and neo-natal policy. This would be applied to all employees, and would support them if they have a child born prematurely which requires an extended stay in hospital.
2. This is a key decision because it will result in the council incurring additional expenditure.

Recommendations

3. It is recommended that:
 - (a) Employment and Staffing Committee consider the content of this report and give direction to officers in terms of the preferred option.

Background

4. Every year in the UK more than 95,000 babies are either born prematurely (before 37 weeks of pregnancy), or are unwell when they are born. This equates to approximately 1 out of every 13 babies born. These babies are then cared for in neo-natal units, and in some cases parents can be faced with weeks or months waiting to take their children home. This can be a very difficult time for those parents, as on top of the worry and stress they will often be incurring additional costs; on average £2,000 in travel costs, parking, meals out, unpaid leave from work, and childcare costs for siblings.
5. Due to the way maternity leave currently works, the mothers' maternity leave will automatically start the day after the baby is born if she is not already on leave. This means that when a baby is born early, the maternity leave also starts early. However, the baby may remain in hospital for several weeks or months, meaning that by the time the baby is allowed home the mother may not be able to spend as much time at home with it as she had planned.
6. Likewise for fathers, paternity leave entitlement is currently either one week at full pay, or two weeks, the second of which is at statutory paternity pay rate. If the father takes both weeks they must be taken at the same time, so could not be split. Paternity leave can be taken up to 56 days after the due date, so can be saved until the baby is released from hospital, but can also be taken before then. This means the father may either spend that time at the hospital, or with the baby when it comes home, but not both. This can also be difficult to schedule, as the baby's release date

from hospital may fluctuate depending on its readiness to be released from the hospital.

7. Within the last few years there have been several calls for changes to the way maternity and paternity leave works for premature babies, and this was debated in Parliament in 2016 after a petition calling for change received over 125,000 signatures. The Maternity and Paternity (Premature Birth) Bill was then due to have its second reading in March 2017 but was dropped by its sponsoring MP, meaning it did not progress any further.
8. Recently several Councils have introduced measures to support their employees when they have premature or sick babies (see table below). These mostly include offering additional maternity/paternity leave, additional maternity/paternity pay, or both. The amounts of additional leave and pay on offer vary, however three of the Councils have joined The Smallest Things; a charity which supports parents of babies born prematurely.
9. The Smallest Things have introduced their own charter, and employees who join this are awarded the Employer with Heart badge. By signing the charter employers are promising to:
 - (a) Extend maternity leave for mothers who give birth prematurely, at full pay, by the number of weeks the baby was born before the due date and has to remain in hospital.
 - (b) Pay partners at least two weeks fully paid compassionate leave, in addition to their paternity leave
 - (c) Support parents returning to work following the birth of their premature baby
10. This charter is aimed only at supporting parents of premature babies, but many organisations have also extended these additional rights to parents of babies who are unwell when they are born, and need to be treated in neo-natal units.
11. In October 2018 Sadiq Khan introduced premature and neo-natal baby leave at City Hall, and called on other employers to offer the same. This was done in conjunction with The Smallest Things Employer with Heart charter. The table below shows which other Council's have also introduced similar measures:

Council	Date introduced	Policy
London City Hall	October 2018	Employer with Heart – plus additional entitlement for parents of unwell babies
Waltham Forest Council	January 2018	Employer with Heart
Southwark Council	October 2018	Employer with Heart
South Ayrshire Council	August 2018	Extended paid leave for parents of premature babies

Options

12. The options available to the Council are as follows:
13. Option One
The Council does not extend the leave or pay entitlements for employees who have premature babies (born before 37 weeks) or babies that are unwell when born.

Employees whose babies are born sick or prematurely continue to be entitled to the maternity and paternity pay and leave that they are currently able to claim. The Council already has a Compassionate Leave policy which managers can use to support employees.

14. Option Two

The Council introduces additional unpaid maternity and paternity leave for parents of babies born prematurely (before 37 weeks). This would extend the maternity and paternity leave by the number of weeks the baby was born before its original due date, allowing parents the time necessary to bond with their baby.

15. Option Three

The Council introduces additional maternity and paternity pay and leave for parents of babies born prematurely (before 37 weeks). This additional pay and leave would be paid until the baby's original due date. After the due date the parents would be entitled to their normal maternity and paternity entitlement.

16. Option Four

The Council introduces additional maternity and paternity pay and leave for parents of babies born prematurely (before 37 weeks). This additional pay and leave would be paid until the baby is released from hospital. At that point the parents would be entitled to their normal maternity and paternity entitlement.

Both option three, and four would mean the Council would be awarded the Employer with Heart badge.

Implications

17. 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

18. The financial implications are difficult to predict, as we have no way of knowing exactly how many employees are going to have babies in any year, and how many of those will be born either premature or unwell.

Maternity Leave

19. As of the 21st January 2019 the Council has 75 female employees between the ages of 20 and 39 (the majority of maternity cases fall within this age range). It is predicted that 88% of those employees will have children at some point, however it is harder to estimate how many of them will go on maternity leave each year.
20. However, looking at the number of employees who have taken maternity leave over the last three years, and comparing these to the number of female employees the Council has, we can estimate what percentage of female employees go on maternity leave each year.
21. Using this information it is possible to estimate the number of employees who will take maternity leave in 2019:

Year	No. maternity leaves	Total no. female employees	Percentage female employees who took maternity leave
2016	7	225	3.1%
2017	5	230	2.2%
2018	7	246	2.8%
2019	8	279	2.7%

22. Statistically 1 out of every 13 babies will be born prematurely, and the vast majority of these are born between 34 and 37 weeks. This would mean that the Council could expect to see fewer than one premature maternity case every year. However for the purposes of this report we have assumed that the Council could see one premature maternity case per year, and that the premature baby would be born at 34 weeks. This number could easily increase or decrease based on unpredictable factors.
23. Using the average salary for female employees aged 20-39 in January 2019 (£26,647 before on-costs, £34,854.28 with on-costs), we can estimate the costs of a maternity leave for a female employee, based on several different pay models.
24. Scenario 1 Normal maternity leave – the employee starts their maternity leave on their expected due date:

Normal maternity leave	
Maternity start date	Due date
Total SMP	£ 7,558.14
Total OMP	£ 3,074.66
Total (before on-costs)	£ 10,632.80
Total (with on-costs)	£ 13,907.70

25. Scenario 2 Premature maternity leave – the employee starts their maternity leave 6 weeks early due to a premature birth. The employee receives 90% of their weekly earnings until the expected due date, and then normal maternity leave and pay commence:

6 weeks premature - 90% additional pay	
Maternity start date	6 weeks early
Total SMP	£7,558.14
Normal OMP	£3,074.66
Additional OMP (90% weekly earnings until due date)	£2,767.19
Total (before on-costs)	£13,399.99
Total (with on-costs)	£17,527.18

26. Scenario 3 Premature maternity leave – the employee starts their maternity leave 6 weeks early due to a premature birth. The employee receives full pay until the expected due date, and then normal maternity leave and pay commence.

6 weeks premature - full pay additional	
Maternity start date	6 weeks early
Total SMP	£ 7,558.14
Normal OMP	£ 3,074.66
Additional OMP (full pay until due date)	£ 3,074.66
Total (before on-costs)	£13,707.45
Total (with on-costs)	£ 17,929.35

27. As you can see both scenario 2 and scenario 3 would incur additional expenditure to the Council:

Scenario	Total cost per case (with on-costs)	Additional cost to current model per year (assuming one case per year)
Scenario 1	£13,907.70	£0
Scenario 2	£17,527.18	£3,619.49
Scenario 3	£ 17,929.35	£4,021.65

28. There are also other additional costs caused by employees going onto maternity leave early, such as the cost of covering them earlier than expected. Using the average salary of female employees aged 20-39 (£26,647), we can calculate an example of the weekly cost of covering an employee:

No. additional weeks covered	Total additional cost	Total additional costs (including on-costs)
1	£ 512.44	£ 670.28
2	£ 1,024.89	£1,340.55
3	£ 1,537.33	£2,010.83
4	£ 2,049.77	£2,681.10
5	£ 2,562.21	£3,351.38
6	£ 3,074.66	£4,021.65

29. Due to the short notice of employees going on maternity leave early, in some cases we may have to rely on agency workers to cover the immediate absence period. This would mean that in addition to the above amounts, we would also have to pay the introduction fee for the agency. Some examples of agency introduction fees can be seen in the table below.

Remuneration Package	Introduction Fee
£0 - £19,999	18%
£20,000 - £29,999	20%
£30,000 - £39,999	25%
£40,000+	30%

30. Continuing to use the same example salary of £26,647, we could therefore expect to pay an additional £5,329.40 introduction fee. If the employee did go on maternity leave 6 weeks early we would then be looking at a total cost of £9,351.05 (including on-costs).

31. The table below shows the total costs for each of the scenario's, with on-costs:

Scenario	Additional cost to current model	Cost of covering 6 weeks of work	Agencies fees	Total additional cost
Scenario 1	£0	£4,021.65	£5,329.40	£ 9,351.05
Scenario 2	£ 3,619.49	£4,021.65	£5,329.40	£ 12,970.54
Scenario 3	£ 4,021.65	£4,021.65	£5,329.40	£ 13,372.70

Paternity Leave

32. As with maternity leave, we can predict the number of employees who will take paternity leave in 2019 by working out what percentage of our employees have taken paternity leave over the last three years:

Year	No. paternity leaves	No. male employees	Percentage of male employees who took paternity leave
2016	3	180	1.7%
2017	4	190	2.1%
2018	4	267	1.5%
2019	5	281	1.8%

33. As only 1 out of every 13 babies is predicted to be born prematurely, we can estimate that the Council could expect to see fewer than one premature paternity case every year. However for the purposes of this report we have assumed that the Council could see one premature paternity case per year, and that the premature baby would be born at 34 weeks. This number could easily increase or decrease based on unpredictable factors.

34. Using the average salary for male employees aged 20-39 in January 2019 (£25,278.75 before on-costs, £33,064.61 with on-costs), we can estimate the costs of a paternity leave for a male employee, based on several different pay models. For each of the scenario's below we have assumed that the employee would have taken two weeks paternity pay as a minimum. For the premature scenarios we have assumed the baby was born at 34 weeks, as the vast majority of premature babies are born between 34-37 weeks.

35. Scenario 1 Normal paternity leave – the employee starts their paternity leave on the expected due date:

Normal paternity leave	
Paternity start date	Due date
1 week full pay	£ 486.13
1 week SPP	£ 145.18
Total (before on-costs)	£ 631.31
Total (after on-costs)	£ 825.75

36. Scenario 2 Premature maternity leave – the employee starts their paternity leave 6 weeks early due to a premature birth. The employee receives 90% of their weekly earnings until the expected due date, and then normal paternity leave and pay commence:

6 weeks premature - 90% additional pay	
Paternity start date	6 weeks early
6 weeks pay at 90%	£2,625.10
1 week full pay	£486.13
1 week SPP	£145.18
Total (before on-costs)	£3,256.41
Total (after on-costs)	£4,259.39

37. Scenario 3 Premature paternity leave – the employee starts their paternity leave 6 weeks early due to a premature birth. The employee receives full pay until the expected due date, and then normal paternity leave and pay commence.

Premature paternity leave	
Paternity start date	6 weeks early
6 weeks full pay	£2,916.78
1 week full pay	£486.13
1 week SPP	£145.18
Total (before on-costs)	£3,548.09
Total (after on-costs)	£4,640.90

38. As you can see both scenario 2 and scenario 3 would incur additional expenditure to the Council:

Scenario	Total cost per case (with on-costs)	Additional cost to current model per year (assuming one case per year)
Scenario 1	£ 825.75	£0
Scenario 2	£ 4,259.39	£ 3,433.63
Scenario 3	£ 4,640.90	£ 3,815.15

39. As with maternity leave, there are also other additional costs caused by employees going onto paternity leave early, such as the cost of covering them earlier than expected. Using the average salary of male employees aged 20-39 (£25,278.75), we can calculate an example of the weekly cost of covering an employee:

No. additional weeks covered	Total additional cost	Total additional costs (including on-costs)
1	£486.13	£635.86
2	£972.26	£1,271.72
3	£1,458.39	£1,907.57
4	£1,944.52	£2,543.43
5	£2,430.65	£3,179.29
6	£2,916.78	£3,815.15

40. Due to the short notice of employees going on paternity leave early, in some cases we may have to rely on agency workers to cover the immediate absence period. This would mean that in addition to the above amounts, we would also have to pay the introduction fee for the agency. Some examples of agency introduction fees can be seen in the table below.

Remuneration Package	Introduction Fee
£0 - £19,999	18%
£20,000 - £29,999	20%
£30,000 - £39,999	25%
£40,000+	30%

41. Continuing to use the same example salary of £25,278.75, we could therefore expect to pay an additional £5,055.75 introduction fee. If the employee did go on paternity leave 6 weeks early we would then be looking at a total cost of £8,870.90.

42. The table below shows the total costs for each of the scenario’s, with on-costs:

Scenario	Additional cost to current model	Cost of covering 6 weeks of work	Agencies fees	Total additional cost
Scenario 1	£0	£3,815.15	£5,055.75	£8,870.90
Scenario 2	£3,433.63	£3,815.15	£5,055.75	£12,304.53
Scenario 3	£3,815.15	£3,815.15	£5,055.75	£12,686.04

43. It is worth noting that premature babies can be born before 34 weeks, however we have not done any calculations for premature babies born before then as fewer than 3.5% of babies are born before 34 weeks.

Staffing

44. Due to the fact that the parents’ leave entitlement would be extended, the department would need to provide additional cover for the length of the extended leave. This could be difficult for some departments to cover, and may cause issues with work schedules; especially for fathers who may not have been expected to take more than two weeks initially.

45. However, the benefits to the individuals involved are numerous; if parents do not have to worry about financial issues they will be able to focus more on their baby or babies. It will also provide them with more job security; 60% of mothers say that their maternity leave was too short following a premature baby, and this can cause mothers to resign from roles in order to stay with their children for longer. By allowing them additional time off, mothers may feel more able to return to work following maternity leave.

46. Likewise, more than 50% of mothers who have had children in neo-natal units suffer from anxiety and display signs of post-traumatic stress disorder as a result. This can also affect fathers and other family members. By giving families more time to bond, and removing some financial stresses, the Council would be supporting their employees’ mental and financial wellbeing.

47. **Sources**

<https://thesmallestthings.org/take-action/employers-with-heart-the-smallest-things-best-practice-charter/>

<https://www.bbc.co.uk/news/uk-england-london-42608962>

<https://www.london.gov.uk/press-releases/mayoral/mayor-aims-to-increase-support-for-working-parents>

<https://www.employeebenefits.co.uk/southwark-council-premature-baby-leave/>

<https://www.bliss.org.uk/news/bliss-welcomes-councils-decision-to-offer-additional-leave-after-premature-birth>

<https://www.bliss.org.uk/research-campaigns/research/neonatal-care-statistics/prematurity-statistics-in-the-uk>

Report Author: Chloe Smith – HR Advisor
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Agenda Item 5

REPORT TO: Employment and Staffing Committee 14 March 2019
LEAD OFFICER: Susan Gardner-Craig – Head of People and Organisational Development

SICKNESS ABSENCE 1 OCTOBER 2018 TO 31 DECEMBER 2018

Purpose

1. The purpose of this report is to provide information on sickness absence for the period 1 October to 31 December 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 **15.65% increase** on the previous quarter's figure (Q2 2018-19) in the number of sick days (this was anticipated as the period covers the winter months), and a **0.07% decrease** on the same quarter last year, in terms of the number of days recorded as sickness absence (there was a difference of 0.9 days).

In terms of the reasons behind absences, the two highest categories for absence are Stress, depression & mental health and Other muscular-skeletal, which accounted for 49% 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.

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	Q3 2018/19
Back and Neck Pain	86 (7%)	233.1 (17%)	100 (7%)	64 (5%)	113 (10%)	171 (13%)
Other Muscular-Skeletal	332.5 (26%)	327 (24%)	175 (12%)	370.5 (29%)	348 (29%)	230 (17%)

It should be noted that when looking at the total absence for other Muscular Skeletal reasons within Q3, 4 employees account for 57% of the time lost to sickness in this category. Of those 4 employees, one was dismissed due to ill health, and the other three are currently being managed through the sickness absence policy.

Looking at the breakdown of Muscular Skeletal absences by department, 69.1% are attributed to the Greater Cambridge Waste Service (GCWS), 16.1% are attributed to the Shared Planning Service, and 8.9% are attributed to Health & Environmental Services. Looking at the breakdown of Back and Neck Pain absences, 87% of them are attributed to GCWS employees. HR are working with the Health and Safety lead in the Waste Service to raise awareness of safe working practices and manual handling.

Department	Percentage of Other muscular-skeletal absences attributed to the department	Percentage of Back & Neck absences attributed to the department
Affordable Homes	0%	9%
Sheltered Housing	2.2%	0%
Shared Planning Service	16.1%	2%
Health & Environmental Services	8.3%	1%
Shared Waste Service	69.1%	87%
Facilities	4.3%	0%
Revenues & Benefits	0%	1%

The number of absences due to Viral/Infections has increased by 120.7 days compared to Q2 2018-19. The majority of these absences were within October, and are likely to be a result of the colder weather.

The number of days absence for Stress/depression & mental health has increased compared to Q2 2018/19 and, has also increased in comparison to the same period last year (Q3 2017-18). Likewise, as a percentage of overall absence it has increased (see table below).

Stress/depression & mental health	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
No. days absent and percentage	336.1 (26.3%)	344.1 (25%)	416 (28.8%)	342 (26.9%)	310 (26.3%)	436.5 (32%)

The 436.5 days of absence in Q3 relate to 26 employees, which is an increase from the 18 employees absent for Stress/depression & mental health in Q2 2018/19. Of the 26 employees in Q3, 7 employees account for 65% of the absence, and looking at the breakdown by Department, 51.8% are attributed to GCWS and 17.8% to Affordable Homes.

The Council has several measures in place to support mental health in the workplace, including a confidential counselling service and Mental Health First Aid. The HR team are delivering Mental Health awareness raising sessions to the Waste Service teams; the focus is on 'It's Good to Talk', signposting to support and seeking help, and the importance of general wellbeing and positive impact on mental health.

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 October – 31st December 2018 was 2.64 days' sickness absence per FTE (*FTE for Q3= 516.54, compared to 521.06 for Q2*).

In this quarter, 12 RTW forms were not received.

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

Sickness days lost has increased by **15.65%** compared to last quarter (Q2 2018-19).

The **1364.55** days sickness absence can be attributed to **163 employees**. The number of employees who have been absent has increased from 132 in Q2.

(C) Sickness Days per FTE – See Appendix C

The sickness days recorded per FTE for the whole Council was 2.64 in Quarter 3 2018-19.

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

Long-Term Sickness accounted for 50.86% of total sickness absence in Quarter 3.

Within Q3 there were 18 employees who were classed as being on long-term sickness absence, and 12 of these were GCSWS staff. At the end of Q3 7 of these employees had returned to work, 7 were still absent due to sickness, and 4 had left employment.

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

The chart shows the following changes since last quarter (Q2 2018/19).

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

When comparing Q3 to Q2 2018-19, there have been slight increases due to the following reasons

- Back and neck pain
- Viral/infections
- Stress, depression & mental health
- Other
- Genito-urinary
- Headaches & migraines

During the same period, there have been decreases to

- Chest/respiratory
- Heart, blood pressure, circulation
- Other muscular skeletal
- Ear, nose, mouth, eye
- Pregnancy related
- Stomach, liver, kidney, digestion

Compared to the same quarter last year (Q3 2017/18) there have been slight increases attributed to

- Viral/infections
- Stress, depression & mental health
- Genito-urinary
- Headaches & migraines

- Pregnancy related

And for the same period, decreases to the following:

- Chest/respiratory
- Other muscular skeletal
- Ear, nose, mouth, eye
- Stomach, liver, kidney, digestion
- Back
- Other

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.

It is worth noting that any absences due to Cancer would also currently be classed as Other.

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 working with the managers at the Waterbeach depot, to introduce new support measures to improve the management of muscular-skeletal problems following returns to work. This includes specialist footwear, and additional manual handling training and assessments.

The level of absences for Stress/depression and Mental Health and increased over the last quarter. HR continues to work on reducing this number, and supporting our employees. As part of this we have been working on raising awareness of mental wellbeing and the support available.

We are in the process of training a further 16 Mental Health First Aiders, who will be based at the Guildhall and Waterbeach depot as well as at Cambourne. We are also

delivering training in January and February 2019 at the Waterbeach depot on Mental Health, and the supports available.

The number of new referrals to our Counselling service has remained the same as Q2 (12 new referrals). Please note that this excludes the generic referral code provided to GCSWS staff. However, within this quarter 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 and monitored.

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.

Report Author: Chloe Smith – HR Advisor Telephone: (01954) 712903

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Agenda Item 6



REPORT TO: Employment & Staffing Committee
LEAD OFFICER: Susan Gardner-Craig

14 March 2019

RETENTION AND TURNOVER REPORT: Q3 1 October 2018 – 31 December 2019

Purpose

1. This report provides an analysis of the turnover of staff between 1st October 2018 – 31st December 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:
 - a) CMT note the report and actions taken following exit interviews.

Reasons for Recommendations

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

Background

5. The Performance Indicator (PI) value for Quarter 3 (1st October – 31st December 2018) is **0.72%** (based on a headcount figure of 559 at 1st October 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 1.61% for Q3. (Including redundancies and end of fixed term contracts.)
7. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. Exit Interviews are compulsory for all leavers (unless inappropriate – for example in the case of dismissal due to disciplinary or capability issues). For those leaving in the period 1 October – 31 December 2018 the HR team received 4 exit interview forms (75% - out of the 4 voluntary leavers as 1 exit interview received from an involuntary leaver).

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).

8. The breakdown of reasons for leaving can be found at Appendix 1.
9. There was a substantial decrease in the number of voluntary leavers compared to last quarter and a decrease in the number of involuntary leavers.
10. In Q2, the number of exit interviews received was 14 leavers (63.64%). In Q3 four exit interviews were received but at a receipt rate of 75%, so again a positive increase. This 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.

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. The Exit Interview form has been revised to capture more information on staff feedback and manager actions to be taken.

Issue raised	Action taken by manager/HR
Cultural issues raised in relation to Shared Service Planning and internal communication.	This has been shared with the Shared Planning Project Manager and Lead HR Officer for any future communication. Manager aware of departmental issues raised and noted feedback.
Office environment could be improved at the Guildhall.	Feedback was provided to the facilities team at the Guildhall and the Guildhall facilities management team are investigating the office environment where the individual was based.
Issues raised with working relationship communication	Feedback given to managers (where able – i.e. where the employee has consented). There was no action taken on this within the department as the issue was looked into and no issue was identified that required further action.
Suggestion to change training practise as overwhelming for a new starter	Feedback noted by manager. The training timetable changed for this new starter was due staffing levels and requiring urgent upskilling in the team due to operational demand. The local training would normally be spread out over a longer period of time. This has been noted for future reference and should not happen again.
Workload too high/staff numbers low	There is on-going recruitment for vacancies in the team but these are not believed to be hard to fill vacancies. Also a change to work pattern to decrease workloads.
Recruitment process is too long and	There have been changes to the

unfair	recruitment application process, including introduction of application by CV's. With respect to the recruitment process being unfair this was investigated and found no basis.
Issues with using the flexible working scheme	Employees are encouraged not to overwork, or to use build up flexi. It is the employees' responsibility to ensure they are not working too much, or are using their flexi-time. HR has spoken with the manager of the individual to highlight their managerial responsibility to ensure staff are not working excessive long hours.
Request for one HR officer to be involved in a case	Feedback noted and shared with HR team. It is the general practise to assign one HR Officer to a case unless due to operational reasons it needs to be handed over to a colleague who is then also briefed on a case.

13. A section is included on 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.

Recruitment

14. The number of staff joining the Council on a permanent or fixed term contract in the same quarter was 10.
15. 6 members of staff changed positions internally.
16. Total number of staff who started new roles within the Council was 16.
17. There were 2 external candidates who were working as agency temporary workers and started permanent contracts within this quarter.
18. 13 members of staff were acting up in the period.
16 members of staff were on secondment
28 members of staff are in receipt of a market supplement.
19. 0 apprentices started within this quarter however we have been advertising 4 apprentice opportunities and we are still speaking with recruiting managers about opportunities for new posts or opportunities within their team to start an apprenticeship. We will be advertising a minimum of 5 apprenticeship vacancies within the next quarter.
20. There were 0 work experience students within this period.
21. There were 37 roles advertised in this period. 9 advertised in October, 8 in November and 21 in December.
22. 16 roles were appointed to, giving a vacancy fill rate of 43.24%

23. There were 12 roles that will need to be re-advertised; this was because there were no suitable candidates for these particular posts. There are 9 roles which are currently at shortlisting or interview stage.
24. The Recruitment Coordinator and HR apprentice have been busy this quarter. However forecast a high volume of recruitment at start of 2019. They are now preparing for future recruitment / advertising in the next quarter and looking at new ways of working with the managers to ensure a smooth and successful process.
25. The recruitment process has been updated in light of some recent staff engagement sessions to allow for an easier application process by way of uploading a CV. This is to encourage more candidates to apply by using the standard practise in the recruiting market.
26. The Council has also introduced golden hellos and an employee referral scheme to improve both the quality and number of candidate applications.
27. Corporate Training was carried out this quarter in the following areas:
 - Customer care and complaints handling
 - Managing remote and flexible workforces
 - Working in a remote and flexible workforce
 - Developing Political Awareness and Sensitivity for Officers

Conclusion

1. The turnover rate is under the target and a decrease on Q2. When looking at the reasons given, a one voluntary leaver has moved to the private sector. Career progression and improvement in salary were sited as secondary reasons for leaving by this voluntary leaver. The remaining voluntary reasons for leavings included retirement, move to a new job in the public sector and one unknown.
2. 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 performance review cycle will enable us to enhance and improve on this.
3. 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. The Council has also streamlined its recruitment application process and offered incentives for applications as referred to in point 25 and 26 of the report.
4. 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.
5. 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

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

Implications

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

Financial

8. 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

9. 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

10. The council will seek to mitigate and eliminate risks associated with employment relations matters for example, change management, case management and involuntary leavers.
11. Current identified risks in relation to recruitment challenges are included on the risk register. The council continually reviews measures to mitigate this risk.
12. 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

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

Consultation responses (including from the Youth Council)

14. Consultation was not deemed appropriate in this case.

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

Table for Quarters 4 2017-18, Quarters 1 to 3 2018-19, (1st October 2017 – 31st December 2018).

Reason for leaving	Quarter 4 2017- 2018	Quarter 1	Quarter 2	Quarter 3
Voluntary leavers				
Change of area				
Move within public sector	2		3	1
Move to private sector			8	1
Improvement in salary			0+1*	0+1*
Career progression			3+1*	0+1*
Career break			0	
Non return from maternity/adoption/parental leave			0+1*	
Voluntary leaver – no reason specified	9	15	5	1
Resignation with early access to Pension (Pre 65, but post 60)			1	
Resignation with access to Pension (Post 65)	1		0	1
Flexible Access to Pension (left w. pension access, but returned on reduced hours/post)			0	
Other – personal reasons			2	
Total Voluntary Leavers	12	15	22	4
Involuntary leavers				
Redundancy		2		
Dismissal due to ill health/capability		1		1
Dismissal due to conduct	1			2
End of fixed term contract				1
Ill Health Retirement		1	2	1
Probation period failure				
TUPE transfer				
Death in service			1	
Total Involuntary	1	4	3	5
Grand Total	13	19	25	9

*N.B.: reason marked as * in Q2 and Q3 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	Q3
Health & Environmental Services	2	2	1
GCSWS	8	7	4
GCSPS	4	8	0
Affordable Homes	2	4	1
Corporate Services	0	1	0
Revenues & Benefits	1	2	0
Finance, Policy and Performance	0	1	0
Business & Customer Services	1	0	2
Chief Executive's Team	1	0	1
Total	19	25	9

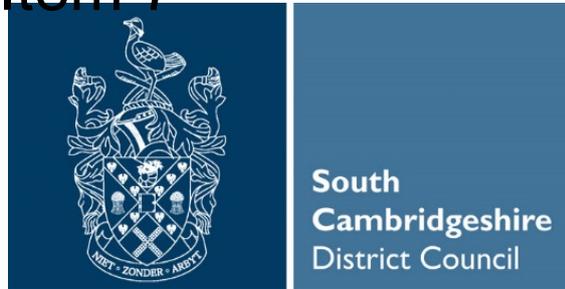
Table showing Leavers 2018-2019; breakdown by Service Area as a % of the total workforce

Service Area	Q3	Headcount	% of Leavers
Health & Environmental Services	1	53	1.89
GCSWS	4	169	2.37
GCSPS	0	108	0
Affordable Homes	1	117	0.85
Revenues & Benefits	0	44	0
Finance, Policy and Performance	0	15	0
Business & Customer Services	2	16	12.5
Chief Executive's Team	1	10	10
HR	0	11	0
Democratic Services including Elections	0	8	0
Facilities	0	8	0

Table showing reasons for leaving (Previous 5 years, and YTD)

Reason for leaving	Apr 13 – Mar 14	Apr 14 – Mar 15	Apr 15 – Mar 16	Apr 16 – Mar 17	Apr 17 – Mar 18	Apr 18 – YTD
Voluntary leavers						
Change of area	1	1	2		2	0
Move within public sector	7	3	8	1	7	3
Move to private sector	10	6	6	1	4	8
Improvement in salary		1	1		1	0
Career progression			1		3	3
Career break			1			0
Voluntary leaver – no reason specified	21	15	10	38	24	24
Resignation to retire pre 65	n/a	n/a	n/a	n/a	n/a	n/a
Women retiring post 60 but pre 65	n/a	n/a	n/a	n/a	n/a	n/a
Retirement pre 60 with Council agreement	n/a	n/a	n/a	n/a	n/a	n/a
Other – personal reasons			3			2
Resignation with early access to pension (pre 65 but over 60)	5	2	1	1	1	1
Resignation with access to pension (over 65)	5	7	6	6	2	0
Flexible access to pension (left w. pension, returned P/T)	4			1		0
Total Voluntary Leavers	53	35	46	48	44	41
Voluntary leavers but not included in PI	n/a	n/a	n/a	n/a	n/a	n/a
Retirement at 65 or post 65 (change in legislation Dec 2006)	n/a	n/a	n/a	n/a	n/a	n/a
Flexible retirement – (left w. pension, returned P/T)	n/a	n/a	n/a	n/a	n/a	n/a
Total Voluntary but not included in PI	0	0	0	0	0	0
Involuntary leavers						
Redundancy	8	10		2	2	2
Dismissal due to ill health	1	1	3		1	3
Dismissal due to conduct	3	4		2	2	1
End of fixed term contract	2	3	1	4	2	1
Ill health retirement		1			1	4
Probation period failure						
TUPE transfer	1	2	22			
Death in service				3		1
Total Involuntary	15	21	26	11	8	12
Grand Total	68	56	72	59	52	49

Agenda Item 7



RELOCATION POLICY

Document Control	
Date of Last Version:	October 2009
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Name of Reviewer:	C Smith
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Approved by	
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1.0 INTRODUCTION

1.1 Policy Statement

This document sets out the South Cambridgeshire District Council policy and procedure regarding relocation, accommodation, and associated expenses provisions. This policy will form the basis of all remuneration to employees for relocation, accommodation, and associated expenses.

1.2 Scope

Relocation assistance may be offered to job applicants on a discretionary basis, subject to the availability of funding and where this is a Head of Service recommendation. This should be discussed at the job offer stage.

The council retains discretion to tailor the relocation package to suit the particular circumstances and needs of the individual employees. However, the council will always act fairly and in a non-discriminatory manner.

2.0 ELIGIBILITY

No individual is automatically entitled to relocation expenses. Newly appointed staff may apply for expenses if they need to relocate to the area in order to take up their appointment, and all of the following criteria are met:

- i. The initial appointment must be for a period of 1 year or more.
- ii. The initial appointment must be for a full-time position, or a part-time position of at least 0.5 full-time equivalent hours.
- iii. Employees must be moving from an area at least 50 miles away from, or over one hours' traveling time from, their normal place of work.
- iv. The property to be purchased or rented must be located no more than 35 miles from, or within one hours' traveling time from, their normal place of work.
- v. The employee must make a statement of intention to move within six months of their appointment.
- vi. The expenses concerned, and the related claim(s), must meet the conditions set out in section 3.

In exceptional circumstances, where there is a valid reason, the new employee can ask to delay their house moving process. The following are examples of exceptional circumstances, this list is not exhaustive:

- Needing to keep the family in the current location because of school exam courses or other relevant reason;
- Trying the journey for a trial period rather than moving (claims for travel or temporary lodgings will not be allowed until a Relocation agreement is entered into).

In considering the exceptional circumstance proof of reason given will be required. However, application for relocation must have been submitted within 18 months of the employees start date.

If the employee prefers to travel rather than relocate they may do so but will forfeit any claim for relocation expenses unless they have agreed to a fixed trial period for this arrangement. The trial period will be for no longer than 6 months and the trial period end date will be the date of the relocation agreement with the repayment periods calculated from this date.

3.0 GENERAL CONDITIONS

No payments may be authorised until the employee has completed the application process, and their application has been approved. The following conditions must also be met:

- i. Applications can only be made for one relocation allowance per household, irrespective of whether anyone else within the household is employed by the Council.
- ii. The employee must change their main residence within 6 months of taking up the appointment.
- iii. The application must be made within the first 6 months of employment.
- iv. The maximum amount payable will be the limit set for the financial year in which the costs have been incurred; employees will be entitled to receive the benefit of any increase to the scheme's limits. However, where a cost is incurred in March of a financial year, the rate for that financial year will be applied, even if the claim is not submitted until the new financial year, i.e. after April and an increase has been made to the maximum.
- v. Only claims for items on the SCDC Relocation Payments list will be passed for payment. HR/Payroll will record and monitor claims to ensure all claims comply with tax legislation and the Relocation Policy. Any queries about a claim must be resolved before payment is made.
- vi. The expenses reimbursed are only for those incurred and will require receipted proof of expenditure to be submitted. All costs must be deemed reasonable, and comparable to market costs. Where possible three quotes for services should be obtained and submitted – see 4.2 below.
- vii. Payment will not be made for expenses which are recovered in full or in part from any other source.
- viii. The council will not pay any suppliers directly or pay any expenses in advance of the employee taking up their appointment or incurring the costs.
- ix. The employee must not make any further claims once the maximum limit has been met. Any further claim put through in error must be repaid by the employee.
- x. All parties will sign the completed claim record and it will be retained with the Relocation Agreement Letter in HR/Payroll. A copy of the record and agreement will be put on the employees Personnel file.
- xi. All payments will be subject to the HM Revenues & Customs, Income Tax and National Insurance contributions on relocation packages regulations at the time of each claim (as this may be subject to change). The HM Revenues & Customs grants exemption from Income Tax for the reimbursement of certain expenses incurred in moving to take up a new job. All items on the SCDC Relocation Payment list are exempt under these regulations.
- xii. In order to qualify for the tax exemption, the reimbursements can only be made up to the end of the tax year following that in which the employee takes up the new post. In some circumstances the HM Revenues & Customs may grant an extension of the time; in these circumstances HR/Payroll should be contacted for advice before the end of the relevant tax year.
- xiii. There is a maximum amount that can be claimed, and there is a maximum limit within each category. The maximum that can be claimed may not cover all costs incurred and the balance is payable by the employee. Receipts/invoices will be required in all cases. In exceptional circumstances,

and at the discretion of the Service Director, the financial amounts under each of the headings for allowances payable may be used flexibly provided that:

- a. The total amount paid to the employee does not exceed the maximum allowance.
 - b. The additional costs must be reasonable, and comparable to those of the market (see paragraph 3.vi)
- xiv. The figures are reviewed regularly and updated where applicable.

4.0 ALLOWANCES AND CLAIMABLE EXPENSES

All claims must be supported by receipts and invoices, which should be official VAT invoices or official VAT receipts, clearly showing the nature of the expenditure and submitted with a claim form as in Appendix 1.

4.1 Employee Allowances

The maximum relocation allowance for the financial year of 2018/19 is £8,000.

Employees taking on a position for a minimum of three years may be eligible for the full relocation allowance.

Employees on a fixed term contract of between two years and three years may still be eligible for the allowance, on one of the following options:

- i. Option One: Employees can apply for the full allowance amount, but will have to repay a portion of the allowance if they leave the councils employment before completing three years of service. However, the amount they must repay will be fixed at 50% if they have completed their contracted time.
- ii. Option Two: Employees can apply for 50% of the allowance, and will not have to repay any amount if they complete their fixed term contract.

Employees on a fixed term contract of between one year and two years may be eligible for a relocation allowance of £1,000.

Employees' relocating from outside of the UK may be eligible for additional assistance of up to £3,000 on top of the relocation allowance. This amount is intended to cover the increased removal costs, and travel costs for the employee and their family. The additional payment would not be exempt from income tax, and are subject to additional approval by the Service Director.

4.2 Relocation Payment List

The following list provides examples of what costs might fall under each category. The list is not exhaustive:

Maximum allowance payable	£8,000
<p>Removal Expenses</p> <p>Removal of household effects and domestic pets, including insurance in transit – three quotations must be obtained – see 3 vi above, and the lowest of these will normally be relied upon unless there are extenuating circumstances</p> <p>If the employee chooses not to use a removal firm but to undertake their own move, the cost of hiring a vehicle and associated fuel and insurance costs may be claimed.</p> <p>Temporary storage, including insurance, of furniture and belongings for up to 6 months. However, this can only be claimed for items which will be moved into the new residence.</p>	Actual cost

<p>House Hunting Expenses</p> <p>The council will reimburse reasonable travelling expenses for a maximum of two visits to the area to find a property to purchase or rent. Claims can be made for the employee and their spouse/partner. Types of expenses included are:</p> <ul style="list-style-type: none"> • Mileage at 45p per mile • Standard rail or bus fare, and economy/standard air ticket • Overnight accommodation for a maximum of two nights (board only) 	<p>£250</p>
<p>Moving expenses</p> <p>The council will reimburse reasonable travelling expenses for the actual move of the employee and their family to the area. Types of expenses included are:</p> <ul style="list-style-type: none"> • Mileage at 45p per mile • Standard rail or bus fare, and economy/standard air ticket 	<p>£150</p>
<p>Disturbance and Furnishings Allowance</p> <p>A contribution towards incidental settling in expenses, e.g. carpets, curtains, white goods, etc.</p> <p>Claims must refer to the named items with prices and be accompanied by the relevant receipts.</p>	<p>£500</p>
<p>House Sale and Purchase Expenses</p> <p>The costs of solicitor's, agent's, surveyor's fees and Home Information Packs (HIPS) can be claimed (up to maximum limit):</p> <ul style="list-style-type: none"> • Solicitors' fees for buying and selling a property, including searches, property enquiries and land registry fees. • Estate agents' fees, or direct advertising costs if not using the services of an estate agent. • Surveyors' fees • Stamp duty 	<p>Maximum £3,500</p>
<p>Rental Expenses</p> <p>The following costs can be claimed (up to maximum limit):</p> <ul style="list-style-type: none"> • Estate agents' fees • Fees for setting up initial rental agreement (excluding deposits) • Costs of disconnection/reconnection of public utilities and white goods serving the rental property. • Check-out fees and penalty clauses <p>Please see Appendix 5 for details on Ermine Street Housing</p>	
<p>Temporary Lodging Allowance</p> <p>The actual cost of temporary lodgings is payable where a permanent residency has not been secured before starting employment. Proof of payment must be supplied. Limited to the first three months of employment.</p>	<p>Maximum £1,000 for lodgings + maximum £500 for travelling</p>

Employees can also claim for the cost of travelling home at weekends from temporary lodgings. Claims can be made for the actual cost of reasonable tickets, or 45p per mile, to a maximum of £500.	costs
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4.3 Employee Relocation from Overseas

For employees relocating from overseas an additional £3,000 allowance may be available to help cover the additional costs of moving incurred. Relocation expenses in excess of £8,000 will incur Income Tax and National Insurance contributions.

Types of additional expenses that this can cover:

- Additional air/rail travel costs
- Additional removals and storage costs
- Reimbursement of Visa application fees for the employee's dependents.
- Relocation services, such as assistance with house buying, orientation tours, information dossiers, etc. These services must be arranged through the Council.

There is also an additional allowance for employees who are relocating from overseas, and have not previously lived in the UK as their main country of residence. These employees are entitled to return flights to their place of origin, to the value of reasonable economy flights. This allowance can be used to pay for flights for the employee, their partner, and any dependents.

4.4 Excluded Expenses

Expenses which are not covered by the relocation allowance include:

- Removal of office equipment and items from the premises of the employee's previous employer.
- Costs relating to the quarantine of domestic pets.
- Security deposits relating to rented accommodation and other refundable deposits
- Redirection of mail
- Council tax bills
- Car rental
- Purchase of new domestic goods
- Mortgage arrangement fees related to fixed-rate loans
- Payments for services provided by relocation companies (other than household removal fees).

5.0 APPLICATION AND AUTHORISATION OF EXPENSES

Employees who want to apply for the relocation allowance must complete the application form and submit it to the HR department (appendix 1). Employees wishing to claim the additional allowance available to applicants relocating from overseas must state this in their application form. The annual allowance for flights should be claimed through the usual expenses process.

The application will then be reviewed by the Service Director, who may approve or decline the application. This will be confirmed in writing with the applicant within 10 working days of the application being submitted.

If the application is approved the employee must then submit all relevant quotes, VAT receipts and invoices to the HR/Payroll department, who will record a running total of expenditure. Invoices must be accompanied with proof that the amount has been paid, such as a bank statement or official stamp. In the case of expenses related to the sale or purchase of property the final receipted Solicitor's completion statement must be submitted.

The claims will be paid in multiple instalments, as and when the expenses are submitted, until the limit is met. The expenses will be paid through the payroll system.

6.0 REPAYMENT

The council may require employees to repay all or some of the allowance under certain circumstances, although the amounts due to be repaid will depend on the type of contract the employee was hired on, and the percentage of the allowance they received.

In the following situations employees would be required to repay the full amount they received:

- In the event that an employee does not relocate after making claims
- The employee makes a false or inappropriate claim. This would then be managed under the disciplinary process.
- The employee is dismissed for any reason, e.g. failed probation, disciplinary action, etc.

In the following situations employees would not be required to repay any of the amount they received:

- Ill-health retirement or death in service
- If the employee is made redundant or is transferred to a new employer under Transfer of Undertakings Protection of Employment Regulations 1981 (TUPE). The agreement would transfer to the new employer.

6.1 Permanent Contract Employees

Employees who were hired on permanent contracts may be required to repay some or all of the allowances if they resign from employment within the first three years of joining the council. The proportion of the allowance they would have to repay is shown in the table below:

Within 18 months of commencement	100%
19 - 30 months from commencement	75%
31 – 36 months from commencement	50%

6.2 Fixed Term Contract Employees

Employees hired on a fixed term contract of between two years and three years will be able to choose between Option One or Option Two (see 4.1):

For employees who chose Option One and leave employment, the repayments due would be as follows:

Within 12 months of commencement	100%
Between 12 months and end of contract	75%
At the end of their contract	50%
If contact is extended and employee remains employed for three years	None

For employees who chose Option Two and leave employment before their contract end date, the repayments would be as follows:

Within 12 months of commencement	100%
Between 12 months and end of contract	75%

Employees hired on a fixed term contract of between one year and two years can apply for a relocation allowance of £1,000. If they leave employment within the first year they will have to repay 100% of the allowance.

6.3 Procedure for Repayment

When an employee leaves employment and is due to repay some or all of the allowance the Repayment Process must be followed (see appendix 4). If the employee has any questions regarding this they should speak to HR/Payroll.

The Executive Director of Corporate Services in consultation with HR must approve any variation from the terms of the Relocation Agreement repayment scheme.

7.0 FURTHER ADVICE

Further advice and guidance about relocation is available from HR. Managers are encouraged to seek advice from the HR department on the application of this policy to ensure consistency across SCDC.



Appendix 1 – Application for Relocation Expenses

Please complete the following application form and return to your line manager or appointing officer. You will be notified in writing within 10 working days if your application is successful.

Name of applicant	
Job title of new post	
Location of new post	
Length of new contract	
Details of Accommodation in Area of Previous Employment	
Address	
Post code	
Telephone number	
Was accommodation rented or owner occupied?	
If rented, was accommodation furnished or unfurnished?	
If unfurnished, did accommodation consist of more than one main room?	
If accommodation was owner occupied, do you intend to sell?	
Distance from new place of work (miles)?	
Details of Accommodation in SCDC Area	
Address	
Post code	
Telephone Number	
Is this address permanent or temporary?	
Is the accommodation totally unfurnished?	
If unfurnished, does the accommodation consist of more than one room?	
Is accommodation rented or purchased?	
Distance from new place of work (miles)?	

It is the policy of South Cambridgeshire District Council to make expenses payments using the payroll system, meaning payments are made on the last working day of the month.

Applicants on fixed term contracts of between two and three years only:
Please indicate with of the following options you are applying for

- Option One: full allowance Option Two: 50% of allowance

Applicants relocating from overseas only:
 Please indicate whether you are applying for the additional allowance for employees
 relocating from overseas:

Yes

No

I certify that relocation expenses are not recoverable in part or full from any other
 source by myself or partner, and that the information I have given is correct to the
 best of my knowledge and belief.

I agree to repay all or part of the expenses and allowances made to me if I leave
 employment of SCDC within three years of my commencement (or before my
 contract end date if employed on a fixed term contract).

Applicant Name	
Applicant Signature	
Date	

Proof of current address must be submitted along with the application.

INTERNAL PURPOSES ONLY

Line Manager's signature	
HR signature	
Date received by HR	

Service Manager's Name	
Application is (please delete as necessary):	APPROVED / DECLINED
Reason for decision:	
Service Manager's Signature	
Date	
If overseas allowance has been applied for, is this (please delete as necessary):	
APPROVED / DECLINED	

Appendix 2 – Relocation Agreement Letter

Dear (employee name)

Relocation Agreement

I am writing to tell you that your application for relocation expenses has been approved. The Council agrees to provide financial assistance pursuant to the Relocation Policy (“the Scheme”):

1. Subject to the terms and conditions in this agreement and to the financial limits set out in the Scheme the Council agrees to pay the expenses incurred by the Employee which are authorised to be paid under the Scheme together with the allowances for which the Employee qualifies under the Scheme.
2. The sum of money to be paid under paragraph 1 is only due when the Employee has submitted a claim in such a form as the Council may reasonably require. The employee will not put in any claim where they have /will receive assistance from another source (including payments to a spouse or partner from their employers).
3. If the Employee terminates his or her employment with the Council for any reason (other than as a result of the Council committing a serious breach of contract) on or before the expiry of the employees allowance period then the Employee agrees to repay to the Council all or some of the sums paid to the Employee under this agreement.
4. Any repayment to the Council due under paragraph 3 may be recovered in such manner as the Council decides but in particular may be deducted from the Employee’s salary or from any other sum owed by the Council to the Employee.

Employee’s start date with SCDC _____

End date of employees allowance period _____

Total allowance approved £ _____

Please submit all relevant claims and expenses to the HR/Payroll department for processing.

Yours sincerely,

Your Name
Your Position

cc. HR/Payroll Team



**South
Cambridgeshire
District Council**

Appendix 3 – Claims for Relocation Expenses Record

HR/Payroll will use this form to record all claims passed for payment and a running total will be kept.

Only claims for authorised areas as set out in the Relocation Payments List will be passed for payment. It is the responsibility of the employee and the Service manager to ensure that claims do not exceed the allowance limit. No further claims will be processed after this point, even if authorised but the Service manager.

Employee name	
Job Title	
Service Area	

	Claim £	Expenses paid (confirmed and dated)
Removal Expenses – Actual cost		
Removal quote 1 £.....		
Removal quote 2 £.....		
Removal quote 3 £.....		
The lowest quote should be used, unless there are extenuating circumstances.		
Insurance costs		
Vehicle rental		
Temporary storage		
Total:		
House Hunting Expenses - £250		
Travelling expenses:		
Mileage at 45p per mile:miles		
Rail/bus/air fare:		
Overnight accommodation		
Total:		
Moving Expenses - £150		
Expenses for the actual move of the employee and their family:		
Mileage at 45p per mile:miles		
Rail/bus/air fare:		
Total:		

Disturbance and Furnishings Allowance		
Please provide details:		
Total:		
House Sale and Purchase Expenses / Rental Expenses - £3,500		
Solicitors costs		
Survey		
Stamp Duty		
Land Registry fees		
Estate agents fees		
Initial rental agreement fees (excluding deposit)		
Costs of disconnection/reconnection of public utilities and white goods servicing the property		
Check-out fees and penalty clauses		
Total:		
Temporary Lodging Allowance - £1,000 + £500 Travelling Home Costs		
Temporary cost of living in lodgings (please provide details)		
Cost of travelling home at weekends:		
Mileage at 45p per mile:miles		
Rail/bus/air fare:		
Dates:		
Total:		
Total Amount of Expenses Paid		
Total:		

Employee:

I certify that the expenses above were actually and necessarily incurred and are in accordance with the terms and conditions of the Relocation Policy of South Cambridgeshire District Council.

Employee's signature:

Date:

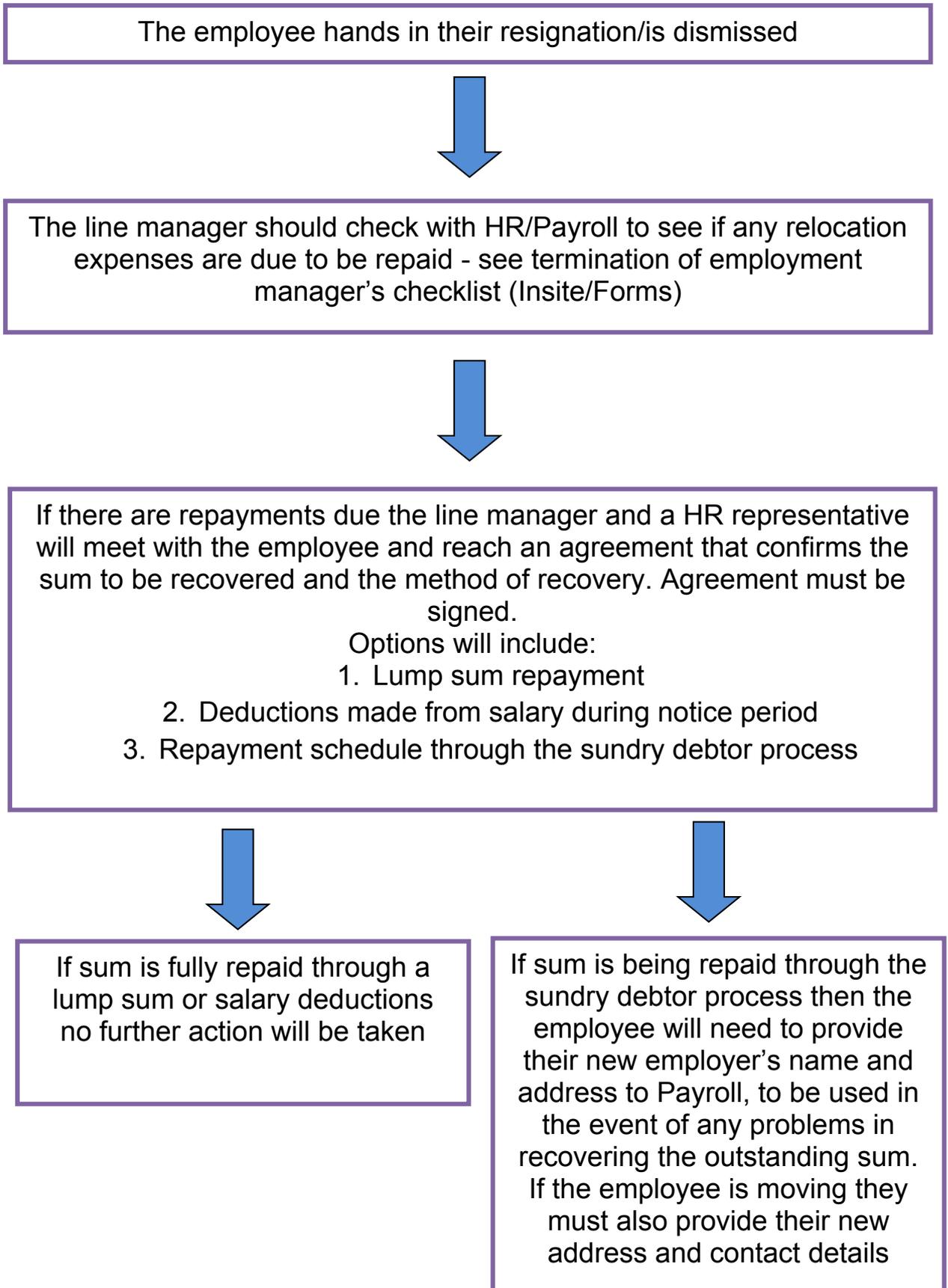
HR/Payroll:

I confirm that the above expenses have all been confirmed to be applicable under the terms of the Relocation Policy, and have been paid to the employee.

HR/Payroll signature:

Date:

Appendix 4 – Repayment Process



Appendix 5 – Ermine Street Housing

Ermine Street Housing is the trading name for South Cambs Limited, the housing company set up by South Cambridgeshire District Council.

We are an independent limited company, but wholly owned by the Council. The income generated is reinvested in the Council to provide and protect valuable services our residents want and need.

Ermine Street own a growing stock of homes in Cambridgeshire, Suffolk and Northamptonshire that allow us to offer the security and comfort of long term tenancies if you need it, but we are happy to put contracts in place that match your needs.

Alongside our own homes, we also manage a stock of homes for other landlords and are always keen to hear from people who want to get our professional, skilled and dedicated team on board to help.

Ermine Street Housing: putting the customer first

At Ermine Street Housing we aim to provide a quality service and let homes that are safe, secure and well maintained. We want you to enjoy your time with us, and be comfortable in the knowledge that your tenancy is secure provided you pay your rent and act responsibly as a tenant.

Length of the tenancy

You will be offered a six month assured short hold tenancy. However, we can offer longer tenancies depending on your circumstances. We will need to carry out mid term tenancy checks, but we will not do so without you being present, unless you specifically ask us to.

Rent in advance

We will need one month's rent in advance and the equivalent of one and half month's rent as a deposit. If you move in after the 15th of the month, we will charge the remainder of that month, and the following month's rent in advance.

The deposit is returnable at the end of the tenancy provided we haven't had to incur any costs for damage or unreasonable wear and tear. We will rely on a photographic inventory as evidence.

Benefit to relocating employees

If you are having to relocate in order to take up a job for the Council, we can find you a property to rent within commuting distance to your place of work. This could either be for the initial six months, while you are searching for a property to buy, or for as long as you would like.

We are also able to offer this service at a very low cost, as we do not charge the same fees as agencies. You will only be required to pay the actual administrative costs.

Document is Restricted

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