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10 March 2020

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

Quorum: 3

Substitutes: Councillors Sue Ellington, Graham Cone, Nick Wright, Bunty Waters,
Grenville Chamberlain, Clare Delderfield and Peter McDonald

Dear Councillor

You are invited to attend the next meeting of **EMPLOYMENT AND STAFFING COMMITTEE**, which will be held in **SOUTH CAMBRIDGESHIRE HALL** at South Cambridgeshire Hall on **WEDNESDAY, 18 MARCH 2020 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
Liz Watts
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 agree the minutes of the meeting held on 23 January 2020.

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REPORT ITEMS

4. **QUARTER 3 SICKNESS ABSENCE REPORT (1 OCTOBER 2019 TO 31 DECEMBER 2019)**
Please note that the appendix to this report contains exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

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If the Committee wish to discuss the content of the appendices in detail, then the press and public will be excluded from the meeting during consideration of this item.

5. **RETENTION AND TURNOVER REPORT: QUARTER 3 (1 OCTOBER TO 31 DECEMBER)** 19 - 26
6. **STAFF SURVEY 2020 - ORAL DISCUSSION**

 PROCEDURAL ITEM
7. **DATE OF NEXT MEETING**
 To agree the date of the next meeting.

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Employment and Staffing Committee held on
Thursday, 23 January 2020 at 10.00 a.m.

PRESENT: Councillor Henry Batchelor – Chairman
Councillor Dawn Percival – Vice-Chairman

Councillors: Sarah Cheung Johnson Dr. Claire Daunton
Mark Howell John Williams

and Councillor .

Officers: Patrick Adams Senior Democratic Services Officer
Susan Gardner Craig Interim Director of Corporate Services
Liz Watts Chief Executive

Councillors Dr. Tumi Hawkins were in attendance, by invitation.

1. APOLOGIES FOR ABSENCE

Apologies for Absence were received from Councillor Heather Williams.

2. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 14 and 20 November 2019 were both agreed as a correct record.

4. PAY POLICY STATEMENT

The Interim Corporate Director presented this report, which informed the Committee on the requirement of the Localism Act with regards to the Pay Policy Statement and invited the Committee to recommend the Statement to Council.

Paying market supplements

The Interim Corporate Director explained that a market supplement was paid for posts which were difficult to recruit to and due to the Council's equal pay policy this payment needed to be reviewed annually.

Living wage

Councillor John Williams explained that the Council had pledged to pay the Real Living Wage, currently £9.30 an hour. However, the authority had decided against applying for accreditation from the Living Wage Foundation due to the costs in terms of money and officer resources. The Interim Corporate Director explained that whilst the Council's contractors had to pay their staff the living wage, signing up for accreditation would place a bureaucratic burden on any organisation wishing to tender for one of the Council's contracts.

Following a brief discussion, the Committee agreed that the commitment made by the Council to pay its staff the living wage should be made apparent on the Council's

website.

The Committee unanimously agreed to

RECOMMEND THAT COUNCIL approve the Pay Policy Statement for 2020.

5. APPOINTMENT OF MONITORING OFFICER

This report was discussed before Agenda Item 4.

The Chief Executive presented this report on the appointment of the Council's Monitoring Officer. It was noted that Rory McKenna was effectively this authority's Monitoring Officer, although his current title was Deputy Monitoring Officer.

The Committee unanimously

RECOMMENDED TO COUNCIL That Rory McKenna be appointed as the Council's Monitoring Officer.

6. RECRUITMENT AND RETENTION TASK AND FINISH GROUP: END OF TASK REPORT

Councillor Claire Daunton presented her report to the Committee as the Chairman of the Recruitment and Retention Task and Finish Group. She thanked her fellow Group members Councillors Sarah Cheung Johnson, Bill Handley and Eileen Wilson for their efforts and explained that the recommendations made by the Group were being acted on by officers. Councillor Daunton thanked the Chief Executive and Interim Corporate Director for their support. It was noted that the Group had carried out its work and was now being disbanded.

Progress made

The Interim Corporate Director explained that a number of improvements were being introduced, including:

- Workshops for managers
- Mentoring training had been procured
- A pool of in-house coaches had been established
- The staff survey would be repeated this year

Travel expenses

After a brief discussion, the Committee noted that it was unusual for organisations to pay travel expenses to job applicants in the public sector but the Council should have the option to pay these expenses in exceptional circumstances.

Disability Task and Finish Group

Councillor Sarah Cheung Johnson, Chairman of the Disability Task and Finish Group, explained that the Group would be investigating the benefits to the Council of adopting the British Deaf Association Charter, following the Motion in the name of Councillor Mark Howell, which was agreed at the last Council meeting. Councillor Cheung Johnson explained that the Chair of Disability Cambridgeshire had offered to visit the Council's offices and assess its accessibility.

The Interim Corporate Director explained that the Council had achieved Disability confident Level 1 and its expiry date had been extended to February 2022. The Council continued to work towards achieving Level 2. It was suggested that training for officers

and councillors should be considered.

Pay scale

The Interim Corporate Director agreed to meet with Councillor John Williams, Lead Cabinet Member for Finance, Councillor Tumi Hawkins, Lead Cabinet Member for Planning and the Joint Director for Planning & New Communities to discuss the Council's pay scales and the way in which jobs are graded.

The Committee **NOTED** the Group's final report.

7. DATE OF NEXT MEETING

It was noted that the next meeting was scheduled for Wednesday 18 March at 10am in Swansley Room A.

The Meeting ended at 10.45 a.m.

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Agenda Item 4



**South
Cambridgeshire**
District Council

REPORT TO: Employment and Staffing
Committee

18th February 2020

LEAD CABINET MEMBER: Cllr John Williams

LEAD OFFICER: Susan Gardner-Craig – Head of HR and Corporate
Services

Quarter 3 Sickness Absence Report (1st October 2019 to 31st December 2020)

Executive Summary

1. The following report provides information on sickness absence for the period of 1st October 2019 to 31st December 2020, and is a quarterly monitoring report.
2. Overall our BVPI figure is 2.88, which is a 8.33% increase compared to last years Q3 figure. This quarter's performance has shown a 0.51% increase on the previous quarter's figure (Q2 2019-20) in the number of sick days, and a 16.45% increase on the same quarter last year, in terms of the number of days recorded as sickness absence. However, it is worth noting that our FTE has increased by 34.45 since Q3 last year.

Key Decision

3. No

Recommendations

4. It is recommended that the Employment and staffing committee 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

Details

5. In terms of the reasons behind absences, the three highest categories for absence are Stress, depression & mental health (621), Other muscular-skeletal (292), and Viral/Infections (195) which accounted for 69.7% of total absence for this Quarter.

6. The number of days absence for Stress/depression & mental health has increased by 21.53% from Q2 2019, and by 42.27% from Q3 2018. Viral/Infections also showed a significant increase compared to Q2 (254.55%), but are slightly down from the amount of absence in Q3 last year (2.35% decrease). It is worth noting that we have held a number of bookable flu jab appointments over the winter period.
7. The Council has several measures in place to support mental health in the workplace, including a confidential counselling service and Mental Health First Aid. We have also introduced monthly Coffee Mornings, which are aimed at improving employee's mental health by encouraging them to take a break from their computer and engage with colleagues and the Mental Health First Aiders; so far we have seen good attendance at these events. Within this quarter we have also run several wellbeing sessions, including Strengthening Resilience and Sleep, with more planned for Q4. Another contributory factor to this increase may be the increased visibility and awareness of mental health in the workplace, which may be leading employees to take absence and seek help where they may not have done so previously.
8. The table below shows the number of days absence attributed to stress/depression & mental health, as well as what percentage of total absences that correlates to.

Stress/depression & mental health	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
No. days absent and percentage	436.5 (32%)	282 (20.3%)	662 (40%)	511 (32%)	621 (39.1%)

9. Looking at the breakdown in terms of long term absences, there were 21 employees with long term absences within the quarter, and they accounted for 975 days. At Department level, the 3 highest were 11 in Shared Waste; 4 in Affordable Homes and 3 in Health and Environmental Services. This is an increase from 18 employees in Q2. Looking at the split between long term and short term absence, 81% (502 days) of the total for Stress and Depression was categorised as long term.
10. The table below shows the number of day's absence attributed to Back and Neck Pain, and Other Muscular-Skeletal over that last year, as well as what percentage of the total absences that correlates to.

Reason	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Back and Neck Pain	171 (13%)	132 (9%)	214 (13%)	29 (1.4%)	91 (5.7%)
Other Muscular-Skeletal	230 (17%)	323 (23%)	230.1 (14%)	522 (33%)	292 (18.4%)
Total	401	455	444.1	551	383

11. It should be noted that when looking at the total absence for Back and Neck Pain, and other Muscular Skeletal reasons within Q3, there has been a significant decrease compared to previous quarters.
12. HR are continuing to work with the Health and Safety lead in the Waste Service to raise awareness of safe working practices and manual handling. HR have also recently increased the HR support available to the GCWS by recruiting an additional HR co-ordinator to be based primarily at the depot. Their primary role is to work with managers to reduce levels of sickness absence. The total days lost in Q3 for SSWS account for 45.62% (725 days), a decrease from 769 days in Q2. Of their 11 long term absence cases: 5 returned to work in Q3, 2 returned to work in Q4; 3 are still absent at the date of this report; Ill Health Retirement was granted for 1.
13. 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.
14. Directors and Service Managers are required to take appropriate action under the Attendance Management policy to ensure that attendance rates improve.

Background

15. Sickness statistics

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

The sickness PI for the period 1st October to 31st December was 2.88 days' sickness absence per FTE (*FTE for Q3=551, compared to 539.35 for Q2*).

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

Sickness days lost has increased by 8 compared to last quarter (Q2 2019-20). The **1589** days sickness absence can be attributed to **156 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 2.88 in Quarter 3 2019-20.

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

Long-Term Sickness accounted for 58.83% of total sickness absence in Quarter 3.

Within Q3 there were 21 employees who were classed as being on long-term sickness absence, and 11 of these were GCSWS staff.

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

The chart shows the following changes since last quarter (Q2 2019/20).

The three highest reasons for Sickness Absence in this Quarter were Stress, depression & mental health; other muscular-skeletal; and viral/infections.

When comparing

Q3 2019/20 to Q2 2019-20, there have been increases due to the following reasons

- Back
- Headaches & migraines
- Other
- Stress, depression and mental health
- Viral/Infections
- Not recorded

During the same period, there have been decreases to

- Chest/respiratory
- Other muscular-skeletal
- Stomach, liver, kidney, digestion

Compared to the same quarter last year (Q3 2018/19) there have been increases attributed to

- Chest/respiratory
- Ear, nose, mouth, eye
- Headaches & migraines
- Pregnancy-related
- Stomach, liver, kidney, digestion

- Stress, depression & mental health
- Not recorded

And for the same period, decreases to the following:

- Back
- Genito-urinary
- Other
- Other muscular-skeletal
- Viral/Infections.

16. 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. One of the changes we have made last quarter was to record ME/CFS and MS as muscular-skeletal absences rather than Other, but we are hoping to introduce more absence codes in the future which would allow us to better identify absence trends so that we can target our support measures.

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

Considerations

18. 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.

19. Service managers are responsible for ensuring that absence is reported promptly and managed effectively.

20. 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.

21. We have changed OH provider, as of the start of October, and are continuing to work with them to assess what support can be provided in the workplace to support employees with other muscular-skeletal or back conditions. This may include offering additional supports such as physiotherapy sessions.

22. 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.
23. During Q3 and Q4, the HR team have been working alongside managers, introducing a new way of working/new tools to try to assist managers in proactively managing long term absence.
24. The level of absences for Stress/depression and Mental Health has increased significantly in this quarter, and this has had a large impact on some service areas. HR are continuing to work with managers on managing and identifying stress in the workplace and have recently launched some new manager training sessions covering topics including managing absence. HR also continue to run wellbeing sessions regularly and have been working with Mental Health First Aiders to promote the supports available and introduce the monthly Coffee Mornings.
25. The number of new referrals to our Counselling service has increased slightly compared to Q1 (17 new referrals compared to 13 in Q2). Please note that this does not include the number of employees who have accessed this service in this quarter using the generic referral code provided to GCSWS and GCSPS staff. We have been promoting this support to employees, especially within the planning department.

Implications

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

Financial

27. 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.
28. 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

29. 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

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

31. 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.

Risks/Opportunities

32. There are minimal levels of risk as sickness cases are actively managed and monitored.

Equality and Diversity

33. 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.

Climate Change

34. There are no significant implications

Consultation responses

35. 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.

Appendices

Appendix A: Trend information for BVPI 12 – day's sickness per FTE

Appendix B: Benchmark figures by corporate area

Appendix C: Sickness days per FTE (compared to last quarter)

Appendix D: Long term v short term sickness

Appendix E: Sickness absence by reason given

Appendix F: Summary of sickness by reason compared to last quarter

Report Author:

Chloe Smith – HR Advisor

Telephone: (01954) 712903

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

Document is Restricted

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Agenda Item 5



REPORT TO: Employment & Staffing Committee
LEAD CABINET MEMBER: Cllr John Williams
LEAD OFFICER: Susan Gardner-Craig

6th March 2020

RETENTION AND TURNOVER REPORT: QUARTER 3 (Q3) 1st October – 31st December 2019

Executive Summary

1. This report provides an analysis of the turnover of staff between 1st October – 31st December 2019. 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.

Key Decision

2. No

Recommendations

It is recommended that Employment and Staffing Committee note the report and actions taken following exit interviews

Reasons for Recommendations

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

Details

4. The Performance Indicator (PI) value for Q3 (1st October – 31st December 2019) is 2.18% (based on a headcount figure of 551 at 1st October 2019). The quarterly target for voluntary leavers* is 3.25%¹.

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).

5. The rate of all leavers (taking into account both voluntary and involuntary leavers) is 2.9% for Q3. (Including redundancies and end of fixed term contracts.)
6. 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 1st October – 31st December 2019 the HR team received 6 exit interview forms (50% - out of the 12 voluntary leavers)
7. The breakdown of reasons for leaving can be found at Appendix A.
8. There was a slight decrease in the number of voluntary leavers in this quarter. The number of involuntary leavers was the same compared to last quarter.
9. There was a slight increase in the number of exit interview forms received from last quarter – 44.4% in Q2, 50% in Q3 and 61.1% in Q1. However, this quarter's figures are still low.
10. The exit interviews enable us to gain feedback from staff and establish why they 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 and improve the employee experience. Managers are required to carry out exit interviews and completion is encouraged by HR. The employee can request to have their exit interview with a member of the HR team.
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.

Pay was also raised as an issue with some leavers in the resignation letters.

Issue raised	Action taken by manager/HR
Dissatisfied with outcome of GCSPS restructure. Lack of senior management support/respect Work volumes are unmanageable.	Points logged. HR to raise with Director of Planning.
Inconsistent approach across the Council, better understanding of	HR emailed about flexitime issue. Other issues logged.

resources needed before projects agreed to. Work life recognition and blame culture. Issue with flexitime policy	
Stop restructuring,	No action taken
Depot site needs to be better taken care of in terms of facilities and IT. Temperature Control in main office. IT not resolving issues promptly	
Better pay (GCSWS)	Mgr comments: pay scales according to Guidelines
Floor space could be fairer	Review of floor space being undertaken by Facilities

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 24.
15. 12 members of staff changed positions internally.
16. Total number of staff who started new roles within the Council was 36.
17. 2 apprentices started within this quarter. HR continue to liaise with recruiting managers about opportunities for new posts or opportunities within their team to start an apprenticeship. Our first cohort of Management Apprentices started this Quarter (all were internal candidates); there are 7 x Level 3 Apprentices and 5 x Level 5 Apprentices. We hope to launch Level 6 and Level 7 Management Apprenticeships later this year.
18. 10 members of staff were acting up in the period.
1 member of staff was on secondment
28 members of staff are in receipt of a market supplement.
19. There were 0 work experience students within this period.
20. There were 50 roles advertised in this period. 13 advertised in October, 20 in November and 17 in December.
21. 36 roles were appointed to, giving a vacancy fill rate of 72%
22. There were 6 roles that will need to be re-advertised from different service areas including Affordable Homes, Corporate Services and Planning. This was because there were no suitable candidates for these particular posts or, there were not enough suitable candidates to fill the number of positions

vacant, or because candidates withdrew their acceptance after a verbal offer has been made..

23. The Recruitment Coordinator continues to receive a high number of Manager requests leading to a high volume of recruitment forecast for January to March 2020. The Recruitment Coordinator is 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. A project looking at sponsorship of overseas staff has begun.
24. During this quarter lunch-time health and well-being sessions were held which were well attended by staff. In addition, coffee mornings have continued on a monthly basis which have also been well attended

Conclusion

25. The turnover rate is under the quarter target. When looking at the reasons for leaving, the reasons were split between dissatisfaction with the GCSPS outcome & restructures, improved pay and relocating. The remaining voluntary leaving reasons included retirement. Out of the 12 voluntary leavers, three moved to the private sector and one to the public sector.
26. The number of staff who have internally transferred to new roles and are acting up within the Council is positive and shows that staff are keen to take on additional responsibilities and 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.
27. 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 previously.
28. 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.
29. 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

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

Implications

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

Financial

32. 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

33. 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. However, high turnover and the loss of important skills, knowledge and capacity can have a detrimental impact on staff morale and the Council's ability to deliver its business plan objectives.

Risks/Opportunities

34. The council will seek to mitigate and eliminate risks associated with employment relations matters for example, change management, case management and involuntary leavers.
35. Current identified risks in relation to recruitment challenges are included on the risk register. The council continually reviews measures to mitigate this risk.
36. 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

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

Appendix A

Table for Quarters 1 to 4 2019-20, (1 April 2019 – 31 March 2020)

Reason for leaving	Q1	Q2	Q3	Q4	YTD
Voluntary leavers					
Change of area	3	1	2		6
Improvement in salary	1	1	3		5
Career progression	3	4	3		10
Career break		1			1
Non return from maternity/adoption/parental leave					
Voluntary leaver – no reason specified	7	9	1		17
Resignation with early access to Pension (Pre 65, but post 60)	3				3
Resignation with access to Pension (Post 65)	1	1	1		3
Flexible Access to Pension (left w. pension access, but returned on reduced hours/post)					
Other – personal reasons		1	1		2
Other – dissatisfaction			1		1
Total Voluntary Leavers	18	18	12		48
Involuntary leavers					
Redundancy					
Dismissal due to ill health/capability		1			1
Dismissal due to conduct		1	1		2
End of fixed term contract	1		2		3
Ill Health Retirement		1	1		2
Probation period failure					
TUPE transfer					
Death in service		1			1
Total Involuntary	1	4	4		9
Grand Total	19	22	16		57

Table showing Leavers 2019-2020; breakdown by Service Area

Service Area	Q1	Q2	Q3	Q4
Health & Environmental Services	0	1	2	
GCSWS	4	7	9	
GCSPS	8	4	3	
Affordable Homes	4	4	1	
Revenues & Benefits	1	0	0	
Finance, Policy and Performance	0	0	0	
Business & Customer Services	1	0	1	
Chief Executive's Team	0	0	0	
HR	0	2	0	
Democratic Services including Elections	1	0	0	
Facilities	0	0	0	
Total	19	18	16	

Table showing Leavers Q2 2019-2020; breakdown by Service Area as a % of the total workforce

Service Area	Q3	Headcount	% of Leavers
Health & Environmental Services	2	53	3.77
GCSWS	9	165	5.45
GCSPS	3	109	2.75
Affordable Homes	1	117	0.85
Revenues & Benefits	0	48	0
Finance, Policy and Performance	0	16	0
Business & Customer Services	0	24	0
Chief Executive's Team	0	10	0
HR		11	0
Democratic Services including Elections	0	10	0
Facilities	0	7	0

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

Reason for leaving	04/14 – 03/15	04/15 – 03/16	04/16 – 03/17	04/17 – 03/18	04/18 – 03/19	04/19 – YTD
Voluntary leavers						
Change of area	1	2		2	2	6
Move within public sector	3	8	1	7	4	
Move to private sector	6	6	1	4	9	
Improvement in salary	1	1		1	2	5
Career progression		1		3	9	10
Career break		1			1	1
Voluntary leaver – no reason specified	15	10	38	24	30	17
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			3	2
Other - dissatisfaction						1
Resignation with early access to pension (pre 65 but over 60)	2	1	1	1	2	3
Resignation with access to pension (over 65)	7	6	6	2	1	3
Flexible access to pension (left w. pension, returned P/T)			1		0	
Total Voluntary Leavers	35	46	48	44	63	47
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	10		2	2	3	
Dismissal due to ill health	1	3		1	3	1
Dismissal due to conduct	4		2	2	3	2
End of fixed term contract	3	1	4	2	2	3
Ill health retirement	1			1	4	2
Probation period failure					0	
TUPE transfer	2	22			0	
Death in service			3		1	1
Total Involuntary	21	26	11	8	15	9
Grand Total	56	72	59	52	78	56

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