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14 October 2020

To: Chair – Councillor Henry Batchelor
Vice-Chair – 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 the **Employment and Staffing Committee**, which will be a **Virtual meeting - Online** on **Thursday, 22 October 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 3 August 2020. | 1 - 4 |
| 4. | Quarter 1 Sickness Absence Report (1 April to 30 June 2020) | 5 - 14 |
| 5. | Quarter 1: Retention and Turnover Report: Quarter 1 (Q1) 1 | 15 - 28 |

April - 30 June 2020

6. Staff Survey - Oral Update

7. Date of Next Meeting

Tuesday 12 January 2021 at 10am.

Guidance For Members of the Public For Remote Meetings

Members of the public are welcome to view the live stream of this meeting, except during the consideration of exempt or confidential items, by following the link to be published on the Council's website.

Any person who participates in the meeting in accordance with the Council's procedure rules, is deemed to have consented to being recorded and to the use of those images (where participating via video conference) and/or sound recordings for webcast purposes. When speaking, members of the public should not disclose any personal information of any individual as this might infringe on the rights of that individual and breach the Data Protection Act.

For more information about this meeting please contact democratic.services@scambs.gov.uk

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Agenda Item 3

South Cambridgeshire District Council

Minutes of a meeting of the Employment and Staffing Committee held on
Monday, 3 August 2020 at 2.00 p.m.

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

Councillors: Dr. Claire Daunton Mark Howell
Heather Williams

Officers: Patrick Adams Senior Democratic Services Officer
Helen Cornwell HR Business Partner
Susan Gardner Craig Head of HR and Corporate Services

1. Apologies for Absence

Apologies were received from Councillor Sarah Cheung Johnson and Councillor John Williams.

2. Declarations of Interest

None.

3. Minutes of Previous Meeting

The minutes of the meeting held on 18 March 2020 were agreed as a correct record.

4. Update on BAME Task and Finish Group

The Chair reported that Councillor Sarah Cheung Johnson was Chair of the Task and Finish Group. In her absence, he asked Councillor Claire Daunton, a member of the Group to advise the Committee on this issue.

Councillor Claire Daunton reported that the Task and Finish Group consisted of the following membership, Councillors Sarah Cheung Johnson, Claire Danton, Geoff Harvey and Richard Williams and met once to draw up terms of reference. Councillor Daunton also reported that the Group were considering the following issues:

- To liaise with the City Council
- To contact a similar sized local authority and compare strategies
- To suggest anonymising the recruitment process

The Head of HR and Corporate Services explained that she and other officers had spoken to Councillor Sarah Cheung Johnson about the work already being undertaken, including a review and update of equality impact assessment (EQIA) forms, work on recruitment processes and equalities training planned for staff

and councillors. It was noted that not all staff completed the equalities section on the employee personal details form, leaving gaps in the Council's data regarding the disabilities and ethnicity of its staff. It was understood that the Task and Finish Group were developing terms of reference to be agreed by the Scrutiny and Overview Committee. The Group could then set up its work and action plan.

Members of the Committee made the following suggestions:

- Anonymising the recruitment process should be supported.
- Anonymising exit interviews should be considered.
- Retention and internal progression should be analysed.
- The Council should consider signing up to the Race at Work Charter.
- Data should be collected and then compared with future years to monitor any improvements.
- The Committee should complement and not duplicate the work of the Task and Finish Group.

The Committee agreed that the Task and Finish Group should be asked to suggest how the Committee could assist the Group in its work.

5. Quarter 4 Sickness Absence Report (1st January 2020 to 31st March 2020)

The Head of HR and Corporate Services introduced this report on sickness absence for the fourth quarter, which was the period from 1 January 2020 to 31 March 2020. She explained that the reduction in days lost to sickness compared to the same period last year was probably due to a reduction in infections caused by staff working in isolation during the lockdown. Unfortunately it appeared that the Covid crisis, shielding and isolation had also caused an increase in mental health issues. Flu jabs would be available to staff and councillors later in the year. The format of the report would include graphs in the future.

Addressing stress and mental health

In response to questioning, the Head of HR and Corporate Services explained that the Council was aware of high stress, mental health and depression levels in the Waste Service and resources had been allocated from HR to tackle this. In addition to this the HR service offered the following support services to staff:

- Access to a counselling service
- Mental health first aiders
- Weekly meditation sessions
- Wellbeing workshops
- Employee Assistance helpline
- Daily tips on stress release

The Committee **NOTED** the report.

6. Retention and Turnover Report: Quarter 4 (Q4) 1 January to 31 March 2020

The Head of HR and Corporate Services explained that the figure for turnover of staff for quarter 4 (1 January to 31 March 2020) was 3%, which was impressive. The number of applications for vacancies being received had increased,

including planners from the private sector.

Exit interviews

The Head of HR and Corporate Services reported that exit interviews for staff who were leaving continued to take place, despite the lockdown. Changes had been made to encourage staff to explain why there were leaving the Council, including online forms and the option of HR conducting the exit interview, instead of the line manager. The Exit Interview form has been amended following recommendations from the Recruitment and Retention Task and Finish Group.

It was noted that 14 leavers had given “career progression”, as a reason for leaving. In response the Head of HR and Corporate Services explained that some teams had more opportunities for career progression than others. A career pathway scheme was being piloted in the Planning department and this could be introduced to other teams. In addition, more generic roles were being introduced, which could lead to more opportunities within the organisation.

Internal transfer of staff

The Head of HR and Corporate Services reported that recruiting to positions from within the Council aided career progression. The vacancies that this created could be filled by appointing apprentices.

Market supplements

The Head of HR and Corporate Services explained that due to the need to comply with the law regarding equal pay, there were strict rules on the payment of market supplements. If paid, the supplement would be reviewed every 12 months and it was noted that as a market supplement was not consolidated into salary, staff were not able to use the supplement for calculation of mortgages or other loans. The 12-month timeframe had been agreed with the unions and complied with guidance from the equalities commission.

The Committee unanimously supported the improvements made in the exit interview process and the new reporting measures being used with regard to the number of leavers. The Committee **NOTED** the report.

7. Update on the Impact of Covid-19 on Staff - Oral report

The Head of HR and Corporate Services gave an oral update on the impact of Covid-19 on staff.

Staff returning to the office

It was noted that a small number of staff would be returning to work at the office in Cambourne on Wednesday 5 August. Staff working from home had been permitted to take their chairs, monitors, footrests and other equipment from the office. It had been a challenging time for all staff and those with children had to juggle supervision with working from home. The flexibility on working hours offered by the Council had been valued by staff. 12 staff had been furloughed and were being paid 100% of their salary.

In response to questioning, the Head of HR and Corporate Services explained

that the Council had prioritised which staff should be permitted to return to the office, based on those who found it difficult to work at home. Approximately 30 staff were returning in the first instance.

Virtual meetings

In response to questioning, the Head of HR and Corporate Services explained that the authority was continuing with virtual Council meetings. It was expected that the Council would move to hybrid meetings in the future.

Annual leave

In response to questioning, the Head of HR and Corporate Services explained that staff were being encouraged to take their annual leave. The exception was the depot staff, who had been allowed to sell up to a week of the annual leave, as the only alternative was to bring in agency staff to cover their leave, making this a cost effective arrangement. Instead of a having to take their leave in the current year, staff had been informed that they had to take their leave over a two-year period.

The Head of HR and Corporate Services agreed to provide actual figures on the annual leave taken by staff to the next meeting, but it was understood that there was no central system recording annual leave, making data more difficult to compile.

Leadership Team

The Head of HR and Corporate Services reported that many staff including Leadership Team had been working long hours during the crisis, but with the appointment of the Chief Operating Officer, the Head of Transformation and the Head of Housing had brought Leadership Team up to full strength.

The Chair thanked Leadership Team for their regular updates to Councillors.

The Committee **NOTED** the oral report.

8. The next staff survey - Oral report

The Committee agreed that the next staff survey should keep all the questions included in last year's survey, to provide comparative data. It was suggested that extra questions should be included on home working. It was agreed that the Vice Chair would liaise with the Head of HR and Corporate Services in drawing up the next staff survey and report back to the next meeting of the Committee.

9. Date of Next Meeting

The Chair stated that he would liaise with officers and arrange a meeting in late September/early October.

The Meeting ended at 3.15 p.m.

Agenda Item 4

REPORT TO: Employment and staffing committee 22 October 2020
LEAD OFFICER: Susan Gardner-Craig – Head of HR and Corporate Services

Sickness Absence 1 April 2020 to 30 June 2020

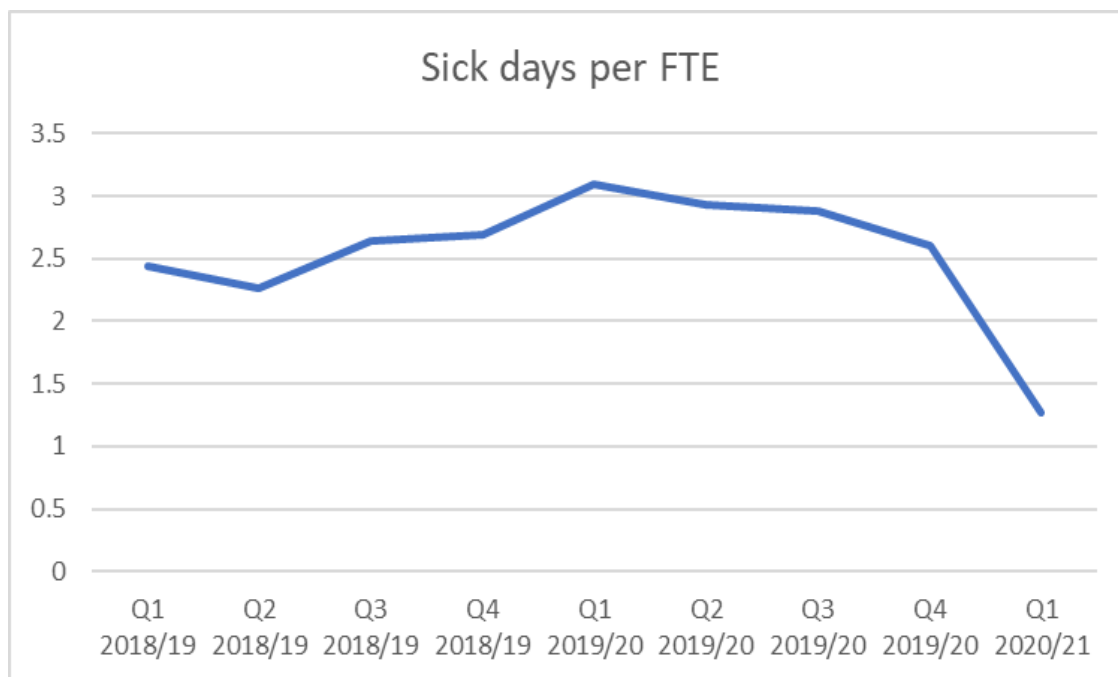
Purpose

1. The purpose of this report is to provide high-level information on sickness absence for the period 1st April 2020 to 30st June 2020 and is a quarterly performance monitoring report.

This is not a key decision because it is for information only.

2. **Summary**

Our BVPI figure is 1.27 days per FTE (based on 555 FTE), which is a 144.09% decrease compared to last year's Q1 figure (3.1 days based on 533.72 FTE). This quarter's performance has shown a 50.83% decrease on the previous quarter's figure (Q4 2019-20) in the number of sick days.

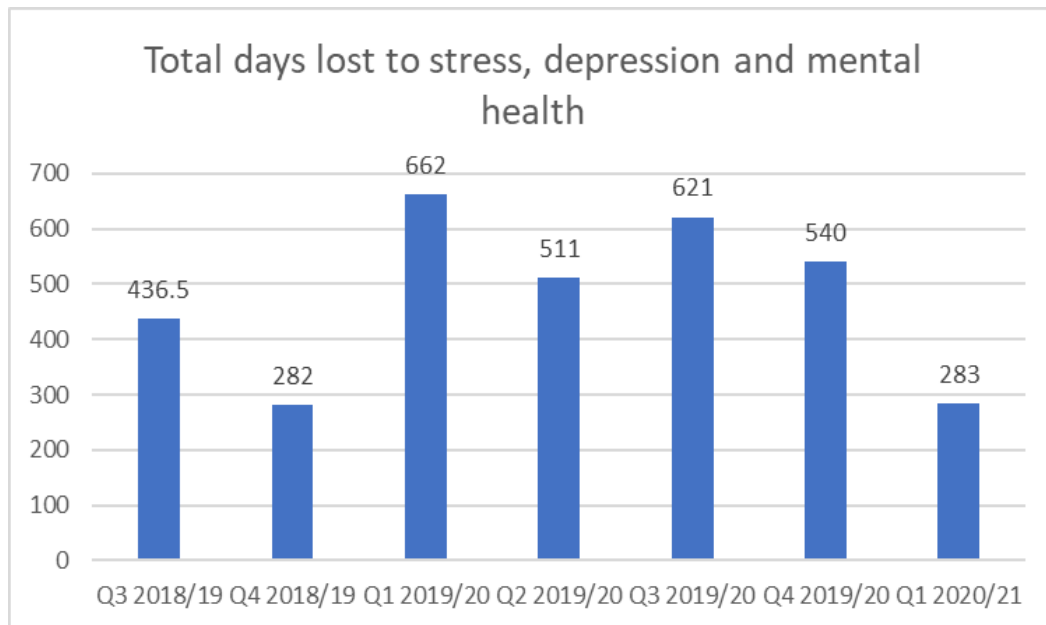


Within this quarter 66 employees have had absences due to sickness, meaning 507 employees have not had any absences within this period.

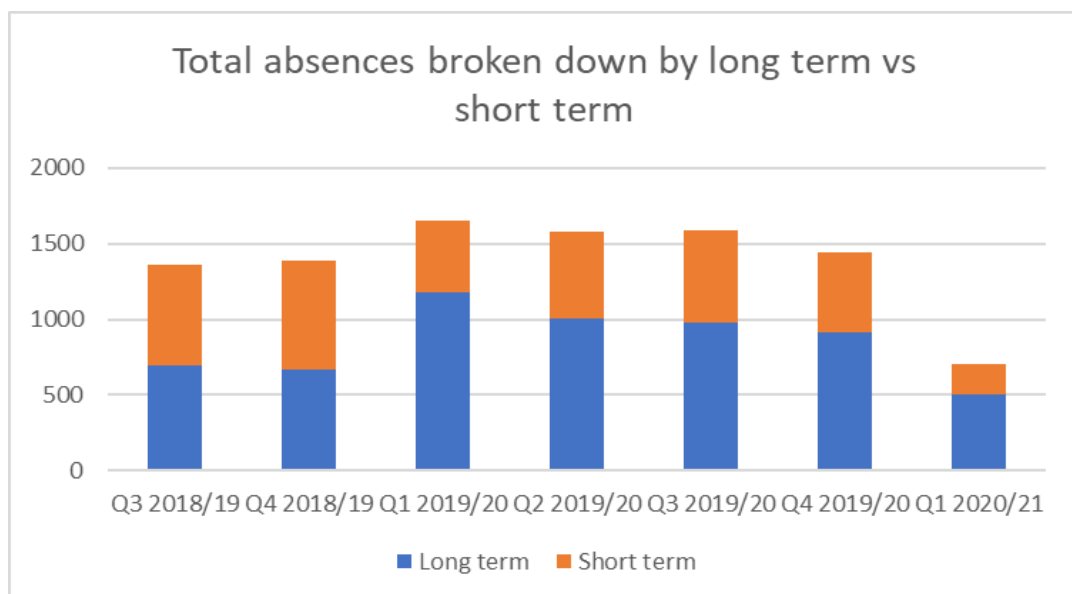
The total days lost in Q1 for SSWS account for 53.3% of total days' absences (377 days), a decrease from 640 days in Q4.

In terms of the reasons behind absences, the three highest categories for absence are stress, depression & mental health (283), Other muscular-skeletal (184), and Headaches & Migraines (56) which accounted for 74% of total absence for this quarter.

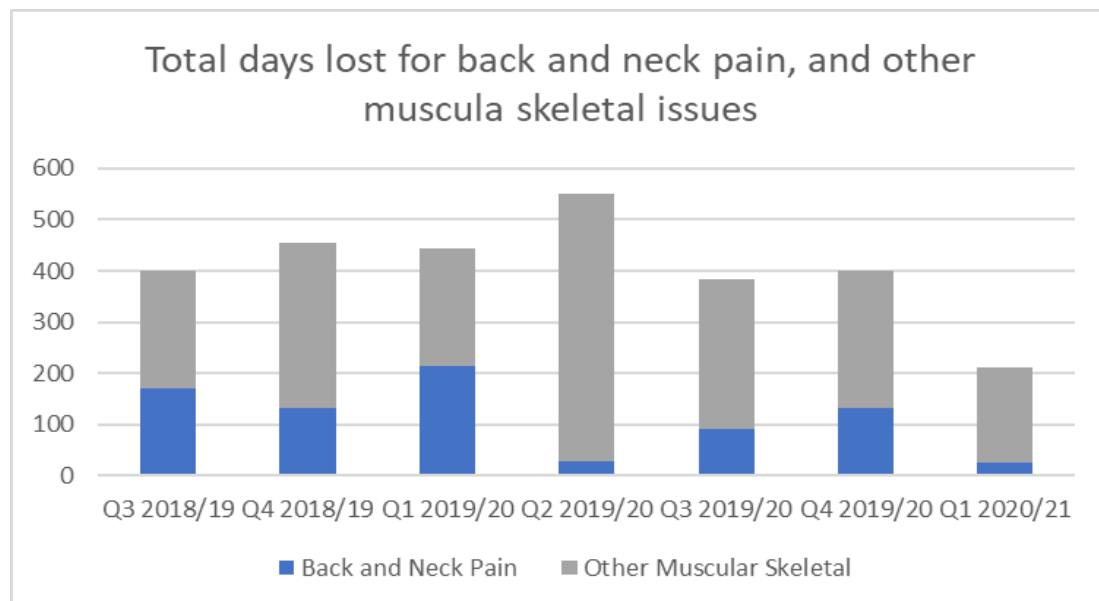
The chart below shows the number of days absence attributed to stress/depression & mental health.



Looking at the breakdown in terms of long-term absences, there were 12 employees with long term absences within the quarter, and they accounted for 487 days.



The chart below shows the number of day's absence attributed to Back and Neck Pain, and Other Muscular-Skeletal over that last year.



During Q1, 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.

We have also been supporting employees during the change to working practices following the Covid-19 outbreak, and have been especially focussing on supporting our employees mental health through offering regular wellbeing sessions, circulating useful information, and promoting access to support services such as counselling or the Mental Health First Aid team.

Our absence figures have decreased dramatically since the beginning of lockdown; this is expected, as fewer people will be passing viruses or engaging in activities which might cause them injury, but may also be an indication that staff are continuing to work while unwell (presenteeism). HR have been working with managers to ensure that staff do still notify us when they are ill, and reminding staff of the processes. Any absences related to coronavirus, including those unable to work due to isolation or shielding, have not been recorded as sickness.

The level of absences for Stress/depression and Mental Health has decreased in this quarter but still accounts for a significant proportion of our overall absences. This has been particularly influenced by several long term cases, which HR are supporting on.

The number of new referrals to our Counselling service has decreased slightly compared to Q4 (9 new referrals compared to 14 in Q4). 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. This also doesn't include any staff who have accessed counselling through our new Employee Assistance Programme, which we have been promoting to our employees.

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

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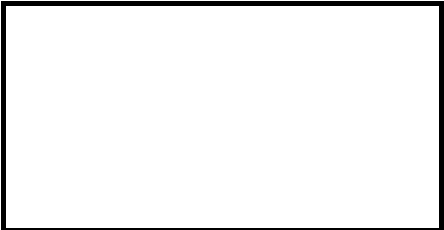
Appendix A - Trend information for BVPI 12 – day's sickness per FTE (2020/21)

| Quarter | Q1 | Q2 | Q3 | Q4 |
|--------------------------|------|------|------|-----|
| BVPI 12 figure | 1.27 | | | |
| Cumulative | 1.27 | | | |
| BVPI 12 figure last year | 3.1 | 2.93 | 2.88 | 2.6 |

| Year | 16/17 | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 |
|---------------------------|--------|--------|--------|--------|-------|-------|
| BVPI 12 figure (year end) | 10.34 | 11.05 | 10.03 | 11.42 | 11.51 | |
| FTE at year end | 388.87 | 493.85 | 517.29 | 553.34 | | |

Appendix B – Benchmark Figures by Corporate Area

| | Quarter 1 (01/04/20 - 30/06/20) | | |
|---------------------------------------|--|---|----------------------|
| Area | No. of available working days lost due to sickness | No. Employee's with sickness absence days in period | Comments |
| Affordable Homes | | | |
| Affordable Homes (ex. SH) | 81 | 5 | 1 long term sickness |
| Sheltered Housing | 0 | 0 | |
| Chief Executive Team | | | |
| Chief Executive Team | 0 | 0 | |
| Corporate Services | | | |
| Finance, Policy & Performance | 0 | 0 | |
| Business & Customer Service | 42 | 4 | |
| HR | 8 | 2 | |
| Facilities | 0 | 0 | |
| Democratic Services (incl. Elections) | 2 | 2 | |
| Revenues & Benefits | 5 | 3 | |
| H& ES | | | |
| Health & Environment (ex. GCSW) | 47 | 2 | 1 long term sickness |
| GCWS | 377 | 36 | 8 long term sickness |
| GCSPS | | | |
| GCSPS | 145 | 12 | 2 long term sickness |
| Total | 707 | 66 | |



Appendix C - Sickness Days per FTE in Quarter 1 (01/04/20 - 30/06/20) (Compared to last quarter)

Increased Sickness Maintained Sickness Decreased Sickness

| Area | FTE at 01/01/2020 | Sickness days per FTE in Q4 (2019/20) | FTE at 01/04/2020 | Sickness days per FTE in Q1 (2020/21) | Number of sickness days between Q4 2019/20 & Q1 2020/21 |
|---|-------------------|---------------------------------------|-------------------|---------------------------------------|---|
| Affordable Homes | 106.40 | 3.29 | 104.34 | 0.78 | -2.51 |
| Affordable Homes (ex. SH) | 84.13 | 3.61 | 82.09 | 0.99 | -2.63 |
| Sheltered Housing | 22.27 | 2.07 | 22.25 | 0.00 | -2.07 |
| Chief Executives | 10.35 | 0.00 | 12.35 | 0.00 | 0.00 |
| Corporate Services (Total of 7 depts. below) | 112.97 | 2.08 | 111.98 | 0.51 | -1.57 |
| Finance, Policy & Performance | 18.40 | 0.33 | 18.40 | 0.00 | -0.33 |
| Business & Customer Service | 24.03 | 4.29 | 22.22 | 1.89 | -2.40 |
| HR | 9.70 | 1.44 | 10.70 | 0.75 | -0.70 |
| Facilities | 5.69 | 1.58 | 5.70 | 0.00 | -1.58 |
| Democratic Services (incl. Elections) | 10.00 | 0.00 | 10.00 | 0.20 | 0.20 |
| Revenues & Benefits | 45.15 | 2.28 | 44.96 | 0.11 | -2.17 |
| H&ES | 201.89 | 3.86 | 207.39 | 2.04 | -1.82 |
| Health & Environment | 45.67 | 3.04 | 43.57 | 1.08 | -1.96 |
| GCSW | 156.22 | 4.10 | 163.82 | 2.30 | -1.80 |
| GCSPS | 121.73 | 0.61 | 118.94 | 1.22 | 0.61 |
| | | | 555.00 | 1.27 | |

Appendix D – Long Term v Short Term sickness

| Department | Quarter 1 (01/04/20 - 30/06/20) sickness | | | |
|------------------------------------|--|--|-----------------------|---|
| | No of days Long term (20+ days) | % of dept. absence that = Long Term | No of days Short term | % of dept. absence that = Short Term |
| Affordable Homes | | | | |
| Affordable Homes (exc. SH and DLO) | 65 | 80.2% | 16 | 19.8% |
| Sheltered Housing | 0.00 | 0.0% | 0.0 | 0.0% |
| Chief Executive Team | 0 | 0.0% | 0 | 0.0% |
| Corporate Services | | | | |
| Finance, Policy & Performance | 0 | 0.0% | 0 | 0.0% |
| Business & Customer Services | 27 | 64.3% | 15 | 35.7% |
| HR | 0 | 0.0% | 8 | 100.0% |
| Facilities | 0 | 0.0% | 0 | 0.0% |
| Democratic Services & Elections | 0 | 0.0% | 2 | 100.0% |
| Revenues & Benefits | 0 | 0.0% | 5 | 100.0% |
| H&ES | | | | |
| Health & Environment (ex. GCSW) | 45 | 95.7% | 2 | 4.3% |
| GCSW | 297 | 78.8% | 80 | 21.2% |
| GCSPS | 73 | 50.3% | 72 | 49.7% |
| Total | 507 | 35.26% | 200 | 13.91% |

Appendix E – Sickness absence by reason given – Quarter 1 (01/04/20 – 30/06/20) (figures quoted as number of working days lost)

| Reason | Affordable Homes | Sheltered Housing | Chief Exec Team | Corp Services – Finance, Policy & Performance | Corp Services – Bus/Cust Services | Corp Services – HR | Corp Services – Facilities | Corp Services – Elections & Dem Services | Corp Services – Revenues & Benefits | Health & Env't Services | GCSW | GCSPS | Other | Total | |
|------------------------------------|------------------|-------------------|-----------------|---|-----------------------------------|--------------------|----------------------------|--|-------------------------------------|-------------------------|------|-------|-------|-------|------------------------------------|
| Back | | | | | | | | | | | 26 | | | 26 | Back |
| Chest/respiratory | | | | | | | | | | | | | | 0 | Chest/respiratory |
| Ear, nose, mouth, eye | | | | | | | | | | | 5 | 14 | | 19 | Ear, nose, mouth, eye |
| Face | | | | | | | | | | | | | | 0 | Face |
| Genito-urinary | | | | | 1 | | | | | | | | | 1 | Genito-urinary |
| Headaches & migraine | 1 | | | | 1 | 3 | | | 1 | 47 | 1 | 2 | | 56 | Headaches & migraine |
| Heart, blood pressure, circulation | | | | | | | | 1 | | | | 1 | | 2 | Heart, blood pressure, circulation |
| Operation & post op recovery | | | | | | | | | | | | | | 0 | Operation & post op recovery |
| Other | 12 | | | | | 5 | | | | | 22 | 39 | | 78 | Other |
| Other Muscular-Skeletal | | | | | | | | | | | 184 | | | 184 | Other Muscular-Skeletal |
| Pregnancy related | | | | | | | | | | | | | | 0 | Pregnancy related |
| Stomach, liver, kidney, digestion | 2 | | | | | | | | | | 19 | | | 21 | Stomach, liver, kidney, digestion |
| Stress, depression & mental health | 65 | | | | 39 | | | | 4 | | 115 | 60 | | 283 | Stress, depression & mental health |
| Viral/Infections | 1 | | | | 1 | | | 1 | | | 5 | 29 | | 37 | Viral/Infections |
| Total | 81 | 0 | 0 | 0 | 42 | 8 | 0 | 2 | 5 | 47 | 377 | 145 | 0 | 707.0 | Total |

Appendix F - Summary of Sickness by Reason compared to last quarter Q3 (2019-20) and Q4 last year (2018-19)

Increased Sickness Maintained Sickness Decreased Sickness

| Reason | LAST QUARTER Q4 2019/20 | Q1 LAST YEAR 2019- 20 | Days Lost for Q1 (2020/21) 01/04/20- 30/06/20 | Change since last quarter (Q4 19-20) -/+ | Change since Q1 last year (19-20) - /+ |
|--------------------------------------|----------------------------|--------------------------|---|--|--|
| Back | 132 | 214 | 26 | -106 | -188 |
| Chest/respiratory | 36 | 17 | 0 | -36 | -17 |
| Ear, nose, mouth, eye | 44 | 56 | 19 | -25 | -37 |
| Face | 0 | 0 | 0 | 0 | 0 |
| Genito-urinary | 2 | 4.7 | 1 | -1 | -3.7 |
| Headaches & migraine | 68 | 45 | 56 | -12 | 11 |
| Heart, blood pressure, | 10 | 26 | 2 | -8 | -24 |
| Operation & post op recovery | 0 | 0 | 0 | 0 | 0 |
| Other | 55 | 217.2 | 78 | 23 | -139.2 |
| Other Muscular- Skeletal | 268 | 230.1 | 184 | -84 | -46.1 |
| Pregnancy related | 2 | 1 | 0 | -2 | -1 |
| Stomach, liver, kidney, digestion | 108 | 106 | 21 | -87 | -85 |
| Stress, depression & | 540 | 662 | 283 | -257 | -379 |
| Viral/Infections | 173 | 76.6 | 37 | -136 | -39.6 |
| Not recorded | 0 | 0 | 0 | 0 | 0 |
| Total | 1438 | 1655.6 | 707 | | |

Agenda Item 5



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

11th September
2020

Retention and Turnover Report: Quarter 1 (Q1) 1 April – 30 June 2020

Executive Summary

1. This report provides an analysis of the turnover of staff between 1st April – 30th June 2020. 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

3. It is recommended that Employment and Staffing Committee note the report.
4. Some new reporting styles have been introduced into the Report (see Appendix A, B and C). Please provide feedback as to whether you prefer these charts, compared to the Existing Tables (see Appendix D).

Reasons for Recommendations

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

Details

6. The Performance Indicator (PI) value for Q1 (1st April to 30th June) is 1.56% (based on a headcount of 575 on 1st April 2020). The quarterly target for voluntary leavers* is 3.25%¹.
7. The rate of all leavers (taking into account both voluntary and involuntary leavers) is 2.26% for Q1. (Including redundancies and end of fixed term contracts.)
8. We had intended to start reporting the Stability Index Value from Q1, however due to ongoing issues with Business Objects (HR reporting software), we were unable to do so for this report. We hope to be able to report this from Q2.
9. The Stability Index indicates the retention rate of experienced employees. This is calculated as:

$$\frac{\text{Number of staff with service of one year or more}}{\text{Total number of staff in post one year ago}} \times 100.$$
10. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. We are currently changing the Exit Interview process. Leavers before August 2020 should have had an Exit Interview with their Line Manager. From August 2020, employees can complete an online exit interview, and request a follow-up meeting with HR if they want to. This is following recommendations from the Q4 Report. We will keep this under review, looking at the results in Q2 and Q3 (first full quarter of new process).
11. For those leaving in this period, the HR team received 1 exit interview form (out of the 11 voluntary leavers), which is a return rate of 9.1%. There was a significant drop from 58.8% in Q4; and 43.6% across 2019-20. This can be attributed to the fact that as many managers were not in the office with their team, they did not see their staff in-person, and then they did not complete them remotely. HR has contacted managers to chase exit interview forms and will be raising any concerns with Leadership Team.
12. The exit interviews enable us to gain feedback from staff and establish why our employees 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 and level of engagement. The breakdown of reasons for leaving can be found at Appendix A. Appendix A is compiled from information contained in Leavers' Forms sent by Managers to HR.
13. We have been unable to provide much data we source from Exit Interviews, due to this low return rate. We hope with the introduction of the new online Exit Interview, this figure will increase over Q2 and Q3.

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).

14. There was a decrease in the number of voluntary leavers in this quarter. The number of involuntary leavers was the same compared to last quarter.
15. This would usually provide an overview of issues raised during the Exit Interview. However, as only one exit interview was received, it would not be possible to anonymise the data.
16. A section is included on the (old version) 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'. On the new forms, HR can still log issues raised as part of the new exit interview process, and record action taken/next steps, e.g. if it has been necessary to raise issues with the line manager.

Recruitment

17. Total number of staff who started new roles within the Council was 41. The number of staff joining the Council on a permanent or fixed term contract in the same quarter was 12. 29 members of staff changed positions internally. Please see Appendix C for further details.
18. There were 17 roles advertised in this period. 6 advertised in April, 3 in May and 8 in June. This is compared to 64 roles in Q4. 15 roles were appointed to, giving a vacancy fill rate of 88%. There were 2 roles that will need to be re-advertised; this was because there were no suitable candidates for these particular posts.
19. We have introduced a new Induction process for all employees. Since the implementation of the new HR induction and onboarding process we have had 27 new employees who have all had remote inductions with a member of the HR team. Follow up meetings between 2 & 4 weeks later indicate that not only do the employees feel they have a 'face' in HR to talk to, but Managers are also feeling the benefit, freeing them up to ensure the new employee settles into their role more effectively without the added stress of sorting out (e.g.) Annual Leave entitlement, flexitime sheets and processing lots of forms.
20. We have also started rolling out a "Manager Induction" training session, delivered remotely. This is for both new Managers new to the Council, and new Managers, promoted from within the organisation. This was originally rolled out earlier in 2020 to all GCSPS Managers and has been adapted for delivery across the Council.
21. The Recruitment Coordinator has been busy this quarter and there continues to be high volume of recruitment forecast for July – September, with a re-structure within the Waste & Environment Team. 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.

Conclusion

22. The turnover rate is under the quarter target. Lockdown began towards the end of the quarter. The uncertainties around the economic climate and health and well-being may have had an impact on the lower turnover rate.
23. 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.
24. 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, including Market Factor Supplements and a Golden Hello Bonus..
25. The Council continues to seek feedback into all aspects of the employee life cycle to make improvements to continue to support the retention of talent.
26. 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

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

Implications

28. 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

29. 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

30. 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

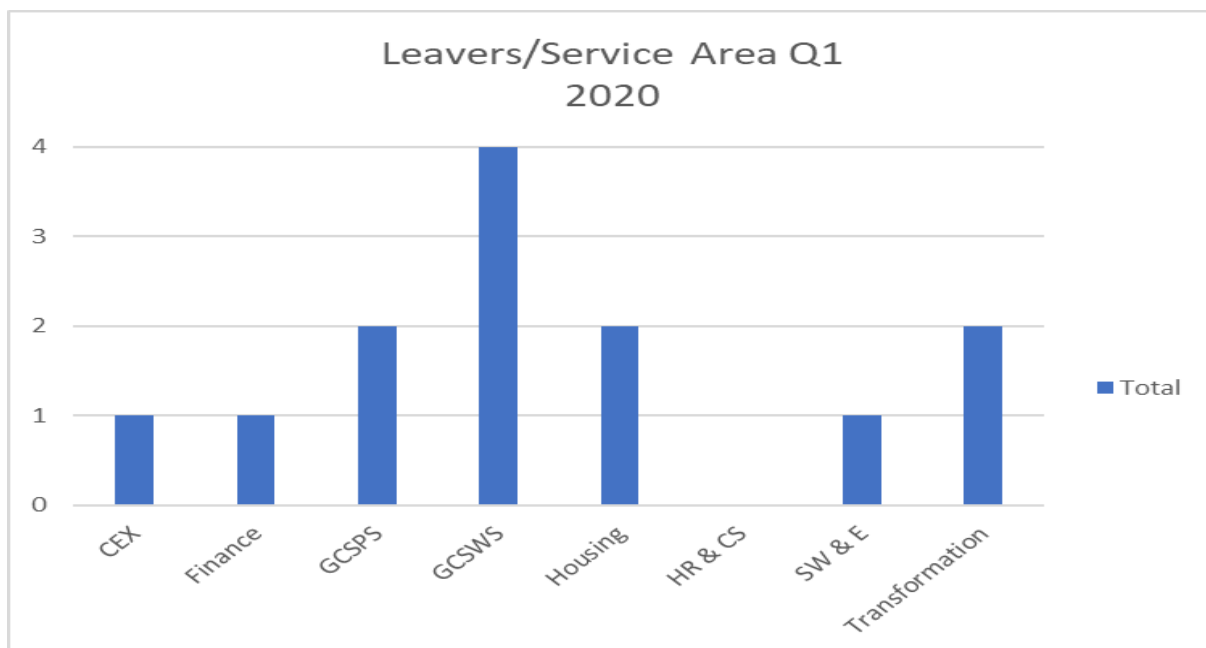
31. The council will seek to mitigate and eliminate risks associated with employment relations matters for example, change management, case management and involuntary leavers.
32. Current identified risks in relation to recruitment challenges are included on the risk register. The council continually reviews measures to mitigate this risk.
33. 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

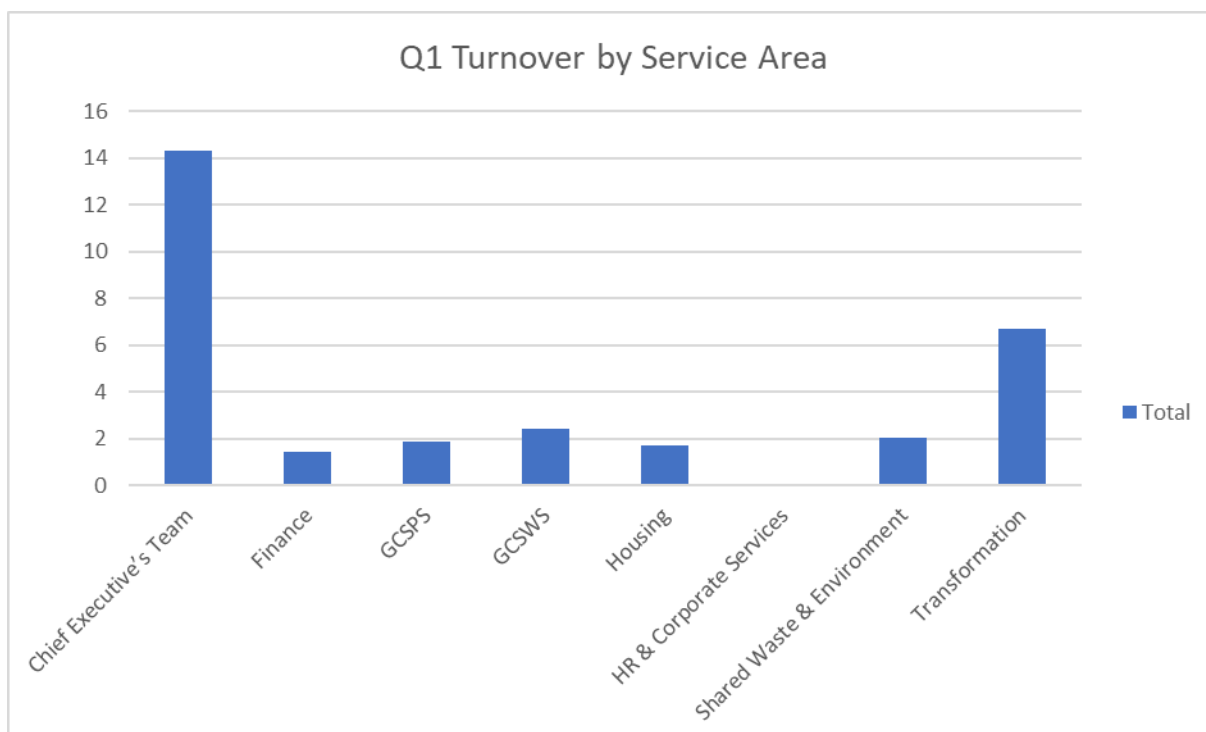
34. At present limited monitoring is done on the diversity of voluntary leavers.

Appendix A - 2020

Leavers/Service Area for Q1

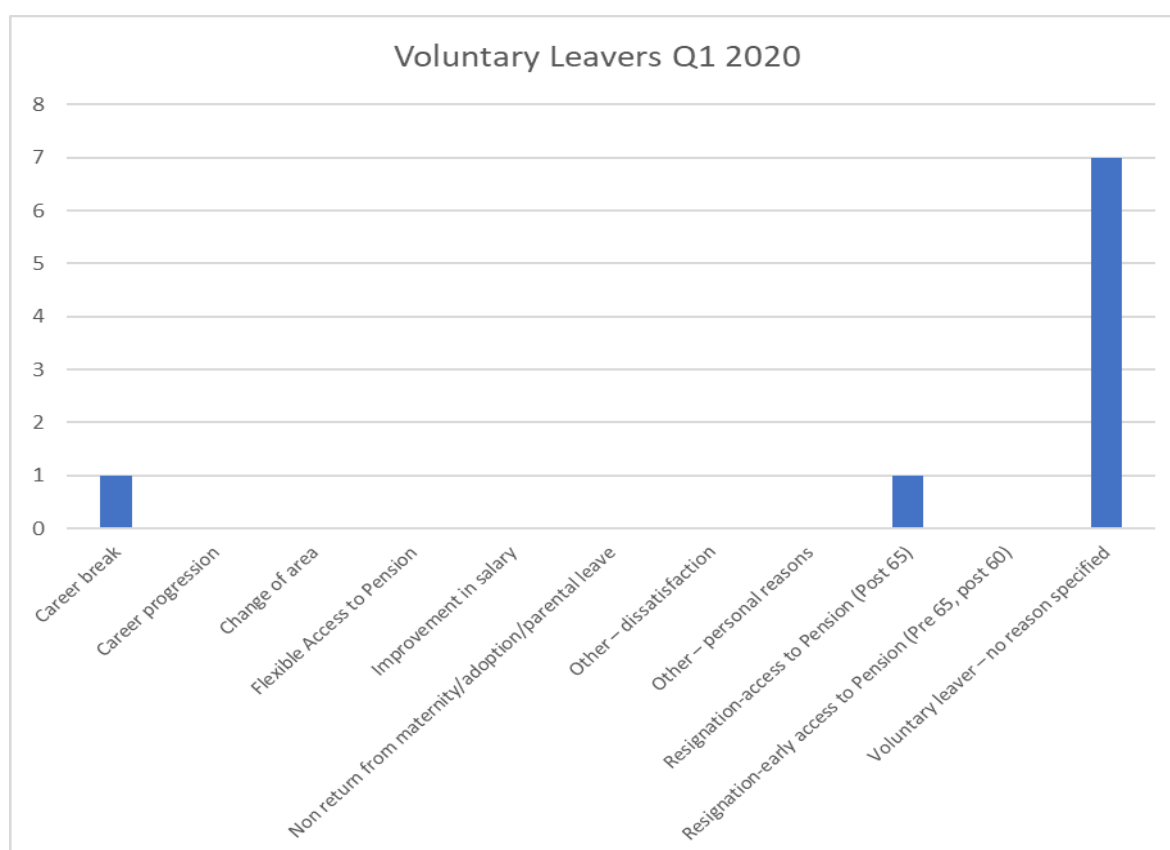
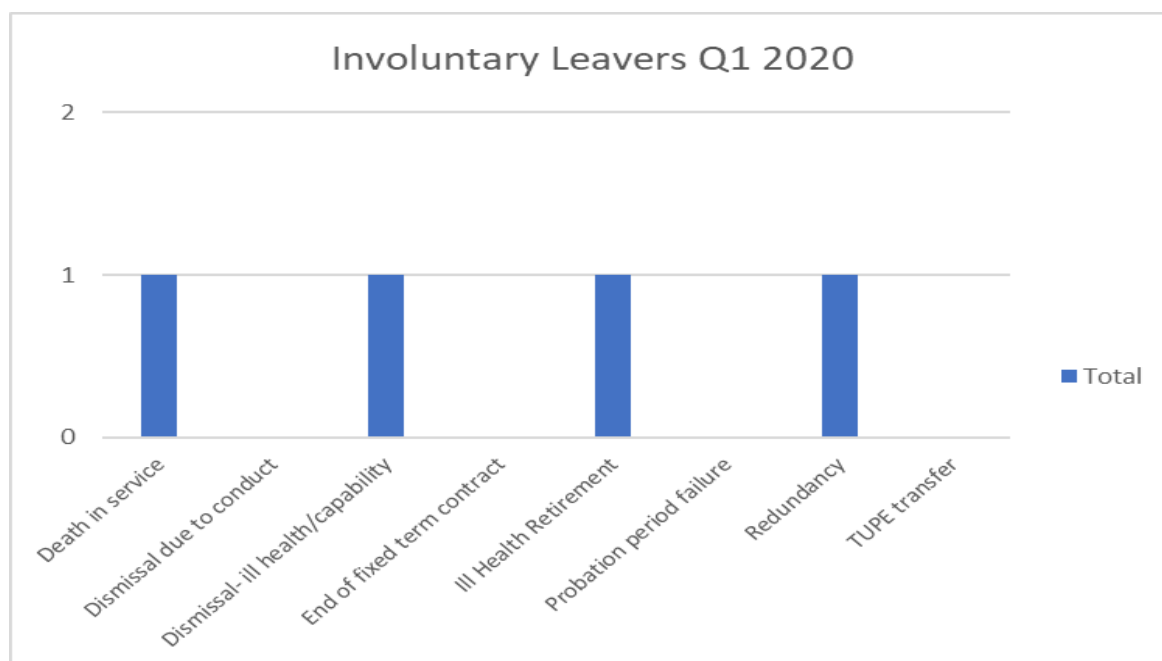


Q1 Turnover by Service Area

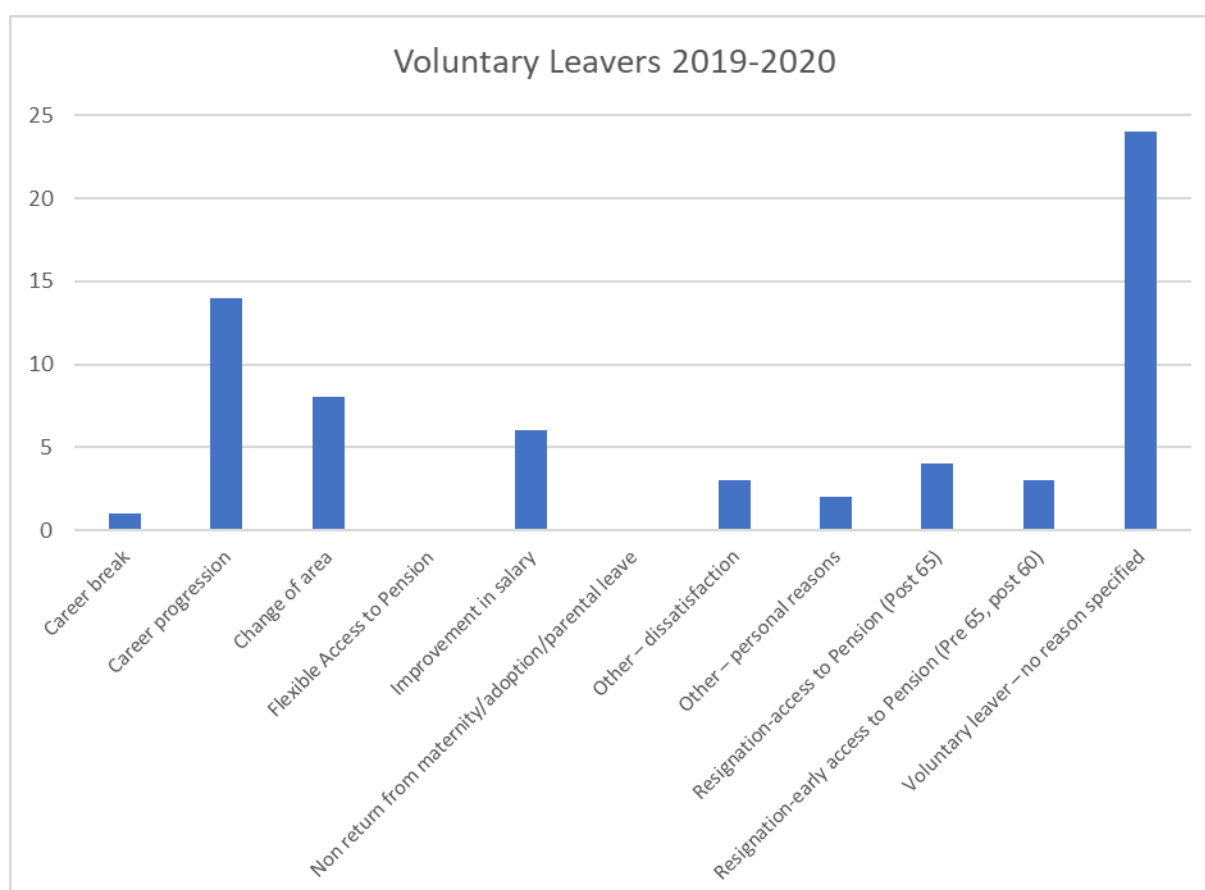
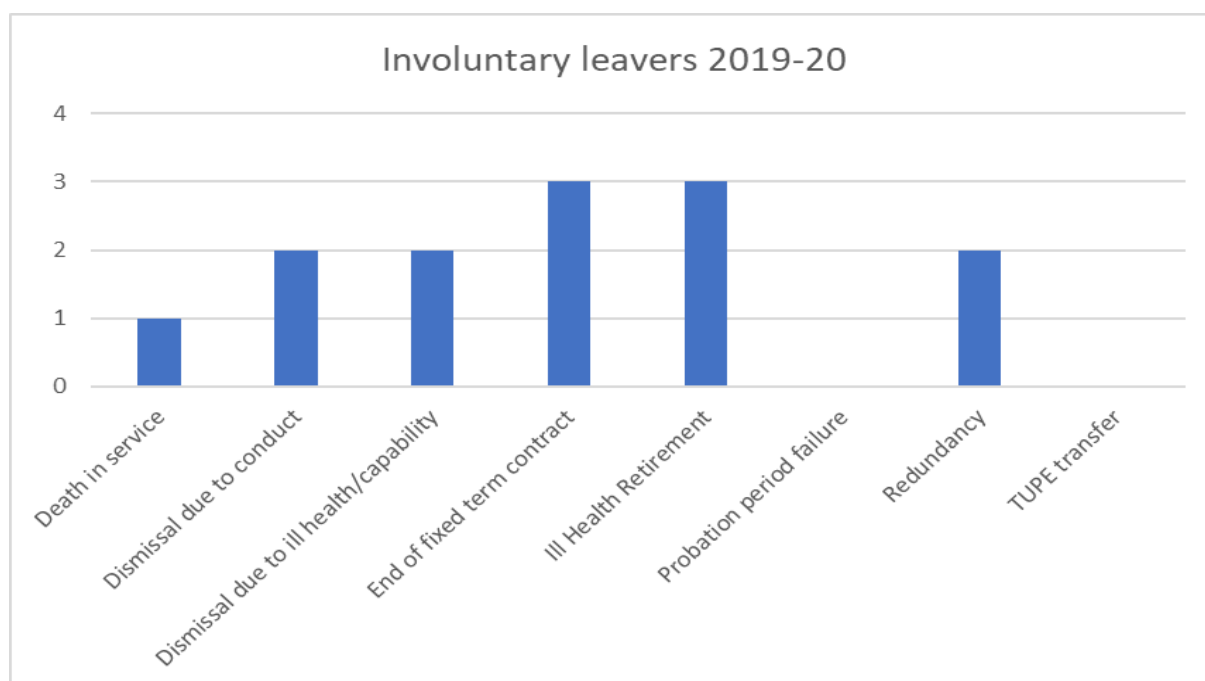


(This shows all Leavers – Voluntary and Involuntary)

Reason for leaving

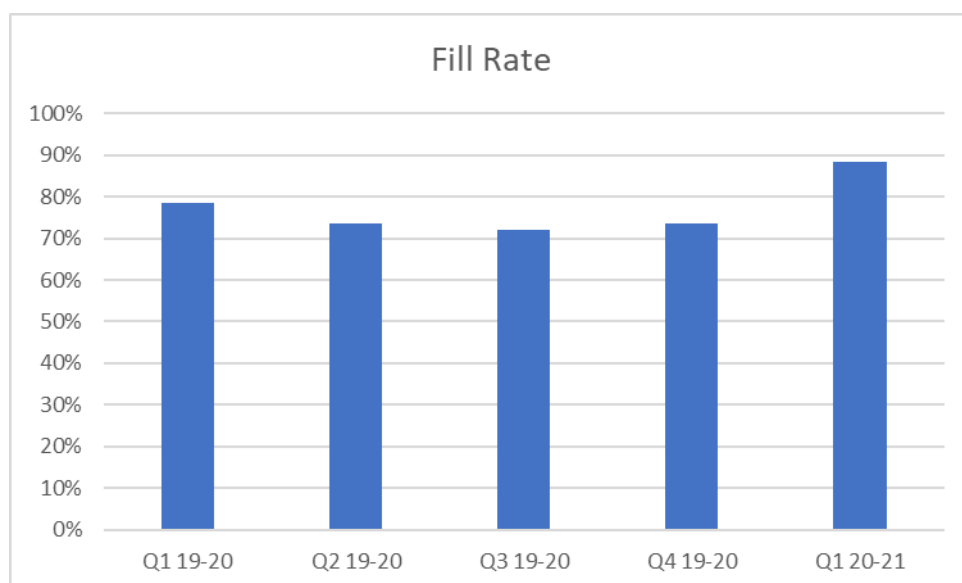


Appendix B – 2019-2020

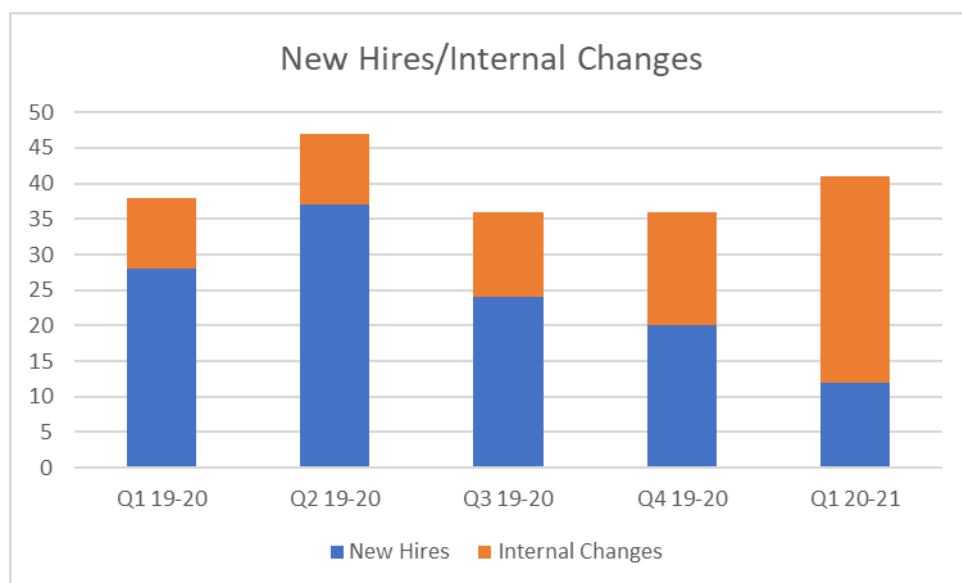


Appendix C – Recruitment

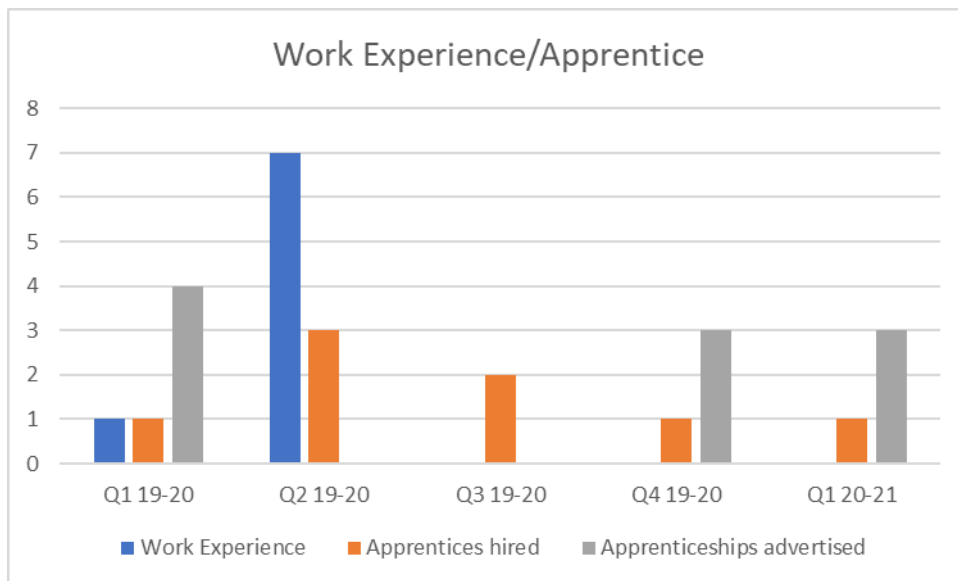
C.1 – Vacancy Fill Rate:
% of posts recruited successfully.



C.2 New Hires/Internal Changes

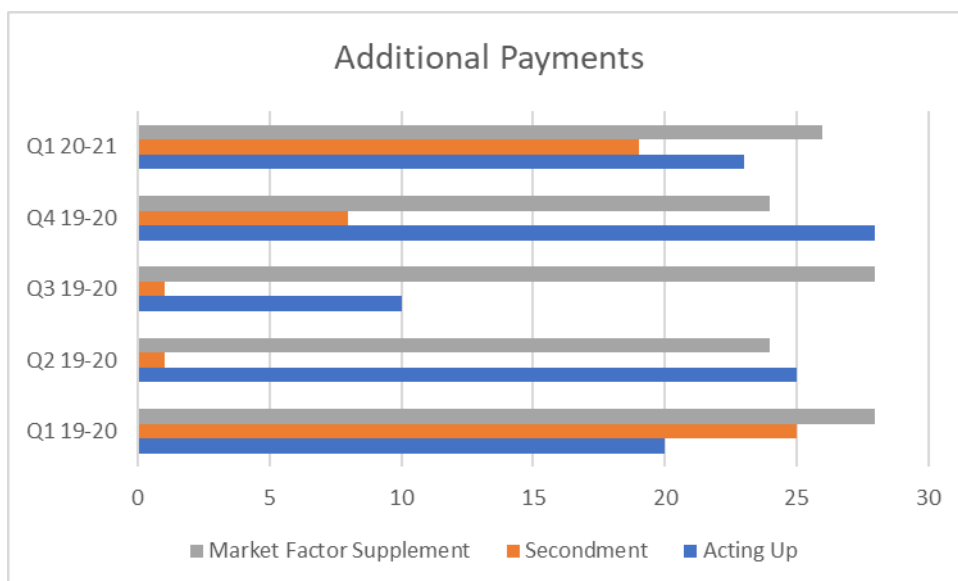


C.3 Work Experience students/Apprenticeships advertised/Apprentices started



Note – two Apprentice vacancies are on hold due to the Covid-19 outbreak.

C.4 Additional Payments distributed



Note that no Golden Hello Bonuses were paid in this Quarter. 1 role (Refuse Loader) was advertised, with 6 new hires, who will receive their Golden Hello Bonus upon the successful completing of their Probationary Period.

Appendix D

Table for Quarters 1 to 4 2019-20, Quarter 1 2020-21

| Reason for leaving | 2019-20 | Q1 |
|---|-----------|-----------|
| Voluntary leavers | | |
| Change of area | 8 | |
| Improvement in salary | 6 | |
| Career progression | 14 | |
| Career break | 1 | 1 |
| Non return from maternity/adoption/parental leave | | 0 |
| Voluntary leaver – no reason specified | 24 | 7 |
| Resignation with early access to Pension (Pre 65, but post 60) | 3 | 0 |
| Resignation with access to Pension (Post 65) | 4 | 1 |
| Flexible Access to Pension (left w. pension access, but returned on reduced hours/post) | | 0 |
| Other – personal reasons | 2 | |
| Other – dissatisfaction | 3 | |
| Total Voluntary Leavers | 65 | 9 |
| Involuntary leavers | | |
| Redundancy | 2 | 1 |
| Dismissal due to ill health/capability | 2 | 1 |
| Dismissal due to conduct | 2 | |
| End of fixed term contract | 3 | |
| Ill Health Retirement | 3 | 1 |
| Probation period failure | | |
| TUPE transfer | | |
| Death in service | 1 | 1 |
| Total Involuntary | 13 | 4 |
| Grand Total | 78 | 13 |

Table showing Leavers 2020-2021; breakdown by Service Area

| Service Area | Q1 | Q2 | Q3 | Q4 | Total |
|----------------------------|----|----|----|----|-------|
| Chief Executive's Team | 1 | | | | |
| Finance | 1 | | | | |
| GCSPS | 2 | | | | |
| GCSWS | 4 | | | | |
| Housing | 2 | | | | |
| HR & Corporate Services | 0 | | | | |
| Shared Waste & Environment | 1 | | | | |
| Transformation | 2 | | | | |
| Total | 13 | | | | |

Table showing Leavers 2020-2021; breakdown by Service Area as a % of the total workforce

| Service Area | Q1 | Headcount | Turnover % |
|----------------------------|----|-----------|------------|
| Chief Executive's Team | 1 | 7 | 14.3 |
| Finance | 1 | 70 | 1.43 |
| GCSPS | 2 | 106 | 1.89 |
| GCSWS | 4 | 166 | 2.41 |
| Housing | 2 | 118 | 1.69 |
| HR & Corporate Services | 0 | 29 | 0 |
| Shared Waste & Environment | 1 | 49 | 2.04 |
| Transformation | 2 | 30 | 6.67 |

Table showing Leavers 2019-2020; breakdown by Service Area

| Service Area | Q1 | Q2 | Q3 | Q4 |
|---|----|----|----|----|
| Health & Environmental Services | 0 | 1 | 2 | 3 |
| GCSWS | 4 | 7 | 9 | 5 |
| GCSPS | 8 | 4 | 3 | 6 |
| Affordable Homes | 4 | 4 | 1 | 4 |
| Revenues & Benefits | 1 | 0 | 0 | 1 |
| Finance, Policy and Performance | 0 | 0 | 0 | 0 |
| Business & Customer Services | 1 | 0 | 1 | 2 |
| Chief Executive's Team | 0 | 0 | 0 | 0 |
| HR | 0 | 2 | 0 | 0 |
| Democratic Services including Elections | 1 | 0 | 0 | 0 |
| Facilities | 0 | 0 | 0 | 0 |
| Total | 19 | 18 | 16 | 21 |

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

| Reason for leaving | 04/15 – 03/16 | 04/16 – 03/17 | 04/17 – 03/18 | 04/18 – 03/19 | 04/19 – 03/20 | 04/20 – 03/21 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Voluntary leavers | | | | | | |
| Change of area | 2 | | 2 | 2 | 8 | |
| Move within public sector | 8 | 1 | 7 | 4 | | |
| Move to private sector | 6 | 1 | 4 | 9 | | |
| Improvement in salary | 1 | | 1 | 2 | 6 | |
| Career progression | 1 | | 3 | 9 | 14 | |
| Career break | 1 | | | 1 | 1 | 1 |
| Voluntary leaver – no reason specified | 10 | 38 | 24 | 30 | 24 | 7 |
| Resignation to retire pre 65 | 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 | |
| Retirement pre 60 with Council agreement | n/a | n/a | n/a | n/a | n/a | |
| Other – personal reasons | 3 | | | 3 | 2 | |
| Other - dissatisfaction | | | | | 3 | |
| Resignation with early access to pension (pre 65 but over 60) | 1 | 1 | 1 | 2 | 3 | |
| Resignation with access to pension (over 65) | 6 | 6 | 2 | 1 | 4 | 1 |
| Flexible access to pension (left w. pension, returned P/T) | | 1 | | 0 | 0 | |
| Total Voluntary Leavers | 46 | 48 | 44 | 63 | 65 | 9 |
| Voluntary leavers but not included in PI | 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 | |
| Flexible retirement – (left w. pension, returned P/T) | n/a | n/a | n/a | n/a | n/a | |
| Total Voluntary but not included in PI | 0 | 0 | 0 | 0 | 0 | |
| Involuntary leavers | | | | | | |
| Redundancy | | 2 | 2 | 3 | 2 | 1 |
| Dismissal due to ill health | 3 | | 1 | 3 | 2 | 1 |
| Dismissal due to conduct | | 2 | 2 | 3 | 2 | |
| End of fixed term contract | 1 | 4 | 2 | 2 | 3 | |
| Ill health retirement | | | 1 | 4 | 3 | 1 |
| Probation period failure | | | | 0 | | |
| TUPE transfer | 22 | | | 0 | | |
| Death in service | | 3 | | 1 | 1 | 1 |
| Total Involuntary | 26 | 11 | 8 | 15 | 13 | 4 |
| Grand Total | 72 | 59 | 52 | 78 | 78 | 13 |

Report Author:

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