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7 October 2021

To: Chair – Councillor Henry Batchelor
Vice-Chair – Councillor Dawn Percival
Members of the Employment and Staffing Committee – Councillors
Dr. Claire Daunton, Sally Ann Hart, Mark Howell, Heather Williams and
John Williams

Quorum: 3

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

Dear Councillor

You are invited to attend the next meeting of **Employment and Staffing Committee**, which will be held in **Council Chamber - South Cambs Hall** at South Cambridgeshire Hall on **Friday, 15 October 2021 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 15 July 2021.	1 - 4
4.	Retention and Turnover Report: Quarter 1 (Q1) 1 April 2021 to 30 June 2021	5 - 34

- | | | |
|-----------|--|----------------|
| 5. | Sickness Absence 1 April 2021 to 30 June 2021 | 35 - 60 |
| 6. | Disability Confident Task & Finish Group | |
| 7. | Date of Next Meeting
14 January 2022 at 10 am. | |

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Cambridgeshire Hall**

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Until the lifting of Covid restrictions, no vending machines are available. Bottled water is available for attendees at meetings.

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Agenda Item 3

South Cambridgeshire District Council

Minutes of a meeting of the Employment and Staffing Committee held on
Thursday, 15 July 2021 at 2.00 p.m.

PRESENT: Councillor Henry Batchelor – Chair

Councillors: Dr. Claire Daunton Sally Ann Hart
Mark Howell Heather Williams
John Williams

Officers: Patrick Adams Senior Democratic Services Officer
Jonathan Corbett HR Advisor
Donya Taylor HR Advisor

1. Apologies for Absence

Apologies for Absence were received from Councillor Dawn Percival.

2. Declarations of Interest

None.

3. Minutes of Previous Meeting

The Minutes of the meeting held on 15 March 2021 were agreed as a correct record.

4. Disciplinary Policy Review

Jonathan Corbett, HR Advisor, presented this report on the revised Disciplinary Policy, which was last reviewed in 2012.

Investigations

The HR Advisor explained that the proposed policy would allow the Council to investigate whether a breach of confidentiality or a failure to declare a gift or hospitality was deliberate or accidental. This would determine the severity of the offence. The Investigation manager would consider the case, based on the evidence presented by the senior manager.

Bullying and harassment

Councillor Heather Williams stated that bullying and harassment was a serious offence and so should be a level 3 not 2. The HR Advisor explained that each case would be judged on its merits and according to the Council's policies. A serious breach could lead to an officer being dismissed. Councillor John Williams opposed making all bullying and harassment cases a level 3 offence, as this would be too restrictive. He stated that every incident needed to be judged independently. It was agreed that this matter should be reconsidered after receiving feedback from both the Legal and HR sections.

Suspension

Jonathan Corbett, HR Advisor, explained that it was possible that the suspended officer

would not be provided with all the details surrounding the reasons for suspension, as the investigation would be ongoing. In response to questioning the HR Advisor explained that witnesses were offered support and guidance.

Donya Taylor, HR Advisor, explained that a conflict of interest could occur if two people involved in the investigation were close friends or family members.

Receipt of papers before hearing

The HR Advisor explained that it was sometimes only possible to provide information to all parties three working days before the hearing. Councillor Mark Howell suggested that it should be five working days. Donya Taylor, HR Advisor, explained that three days complied with ACAS guidance and was standard practice, which had been agreed with the unions. She added that alternative dates for the hearing could be provided if the officer or a witness was unable to attend. It was noted that this was currently part of the existing policy.

Recording of working hours

In response to questioning Jonathan Corbett, HR Advisor, explained that a new HR system had been set up to allow staff to record their working hours.

Minor issues and amendments

Councillor Claire Daunton suggested that the amendments to the existing policy should have been highlighted in the report. Councillor Sally Ann Hart requested that the policy consistently use the words "offense" and "offence". It was agreed that all acronyms should be spelt out in reports when used for the first time.

The Committee **Agreed** that the signing off of the policy should be delegated to the Chair and Vice-Chair.

5. Retention and Turnover Report and Presentation: Quarter 3 (Q3) 1 October 2020 - 31 December 2020

Jonathan Corbett, HR Advisor, introduced this report on the turnover of staff between 1 October and 31 December 2020.

Return to work interviews

The HR Advisor, explained that 59% of leavers had completed a Return to Work. The form had been redesigned to ensure that an entry was made in the "reason for leaving" field.

Recruitment

The HR Advisor, reported that 91% of vacancies had been filled on their first attempt. The Council has set up its own bank of temporary staff and eight of these had been employed in this quarter. This reduced the need for more expensive agency staff.

Stability index

Councillor Heather Williams requested that the stability index could be shown by service.

The Committee **Noted** the report.

6. Retention and Turnover Report: Quarter 4 (Q4) 1 January 2021 - 31 March 2021

Donya Taylor, HR Advisor, introduced this report, which analysed the turnover of staff

between 1 January and 31 March 2021. She explained that the very low turnover of only seven leavers in this quarter was an anomaly. In response to questioning, she assured the Committee that the single redundancy was a one-off and not part of wider strategy.

Exit interviews

The HR Advisor, reported that the number of exit interviews completed continued to increase, as HR were actively contacting each leaver and encouraging them to have an interview, instead of passively just giving them a form.

Comparative data

The HR Advisor, agreed to try and find comparative data on the ethnicity of staff with the wider South Cambridgeshire population.

The Committee **Noted** the report.

7. Sickness Absence 1 January to 31 March (Q4)

Donya Taylor, HR Advisor, presented this report on the sickness absence for the period 1 January 2021 to 31 March 2021. She explained that the rapid drop in sickness during this quarter appeared to be an anomaly. The number of staff off sick due to the Covid-19 virus was very low.

Age profile

The HR Advisor agreed to consider providing the data by age, although it was noted that this could identify staff. It was suggested that the age profile did not need to be broken down by service.

The Committee **Noted** the report.

8. Update from the Disability Confident Task and Finish Group

There was no update from the Disability Confident Task and Finish Group. The Chair of the Group would be asked to provide an update for the next meeting.

9. Date of Next Meeting

It was noted that the next meeting will be held on Friday 15 October at 10 am.

The Meeting ended at 3.20 p.m.

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Agenda Item 4



**South
Cambridgeshire**
District Council

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

13th August 2021

RETENTION AND TURNOVER REPORT: QUARTER 1 (Q1) 1st April 2021 – 30th June 2021

Executive Summary

1. This report provides an analysis of the turnover of staff between 1st April 2021 and 30th June 2021. The reason for this report is to highlight trends, inform recruitment decisions and enable SCDC to develop a resource strategy, 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 the Employment and Staffing Committee note this report.

Reasons for Recommendations

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

Details

5. The Performance Indicator (PI) value for Q1 1st April 2021 to 30th June 2021 is 3.95% (based on a headcount of 633 on 1st April 2021). 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).

Chart 1

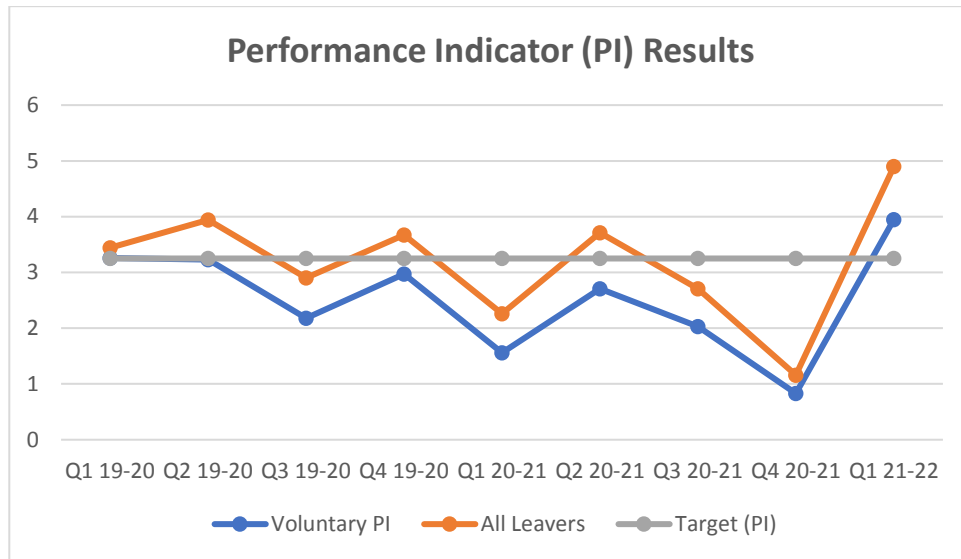
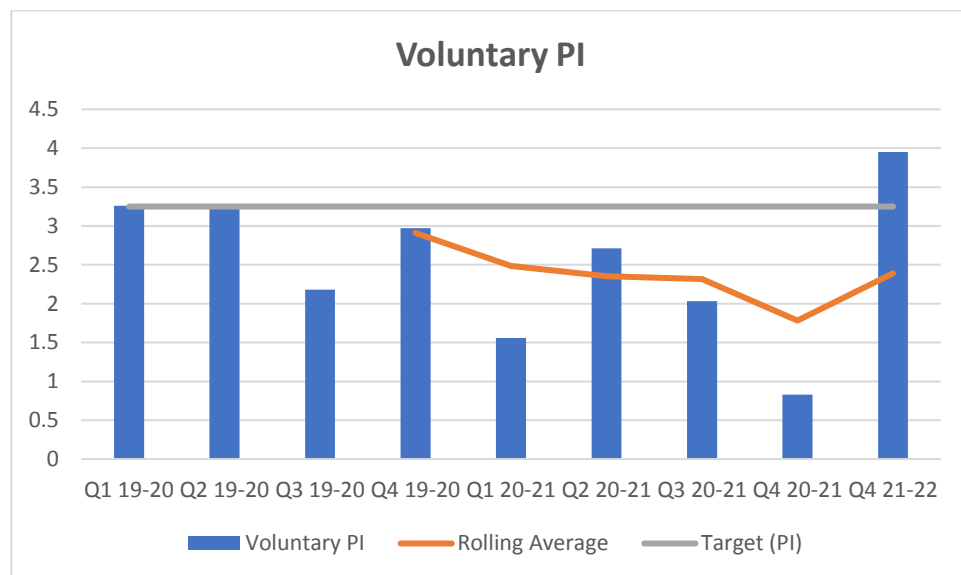


Chart 2



6. The rate of all leavers (considering both voluntary and involuntary leavers) is 4.9% for Q1. This equates to a combined total of 31 leavers: 25 voluntary and 6 involuntary leavers. Involuntary leavers include dismissals, redundancies, and end of fixed term contracts. See tables below for the breakdown of Leavers and Turnover by Service Area.

Chart 3

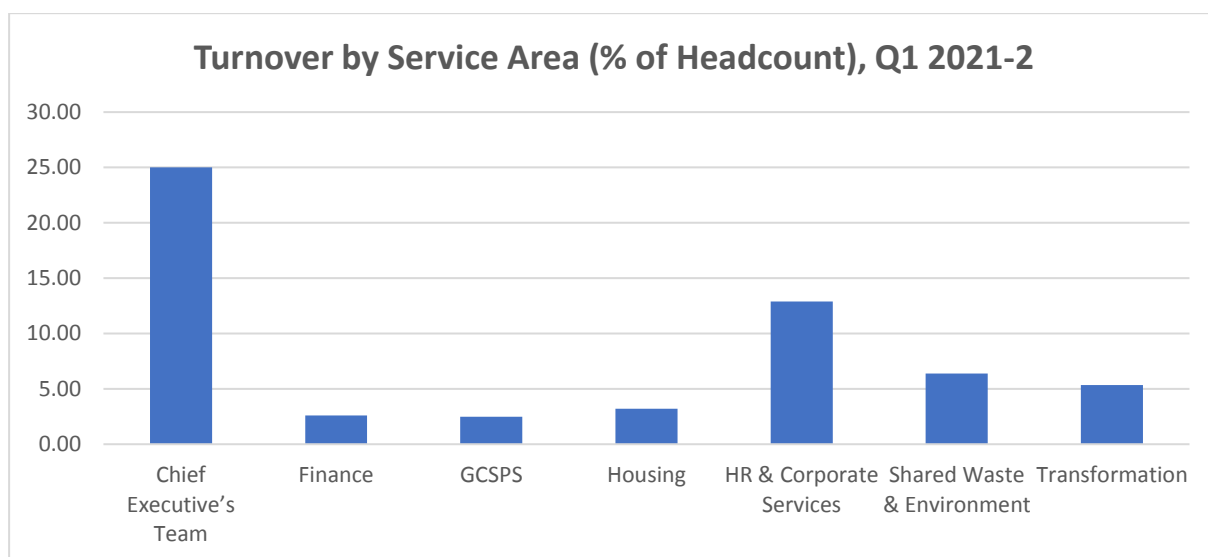
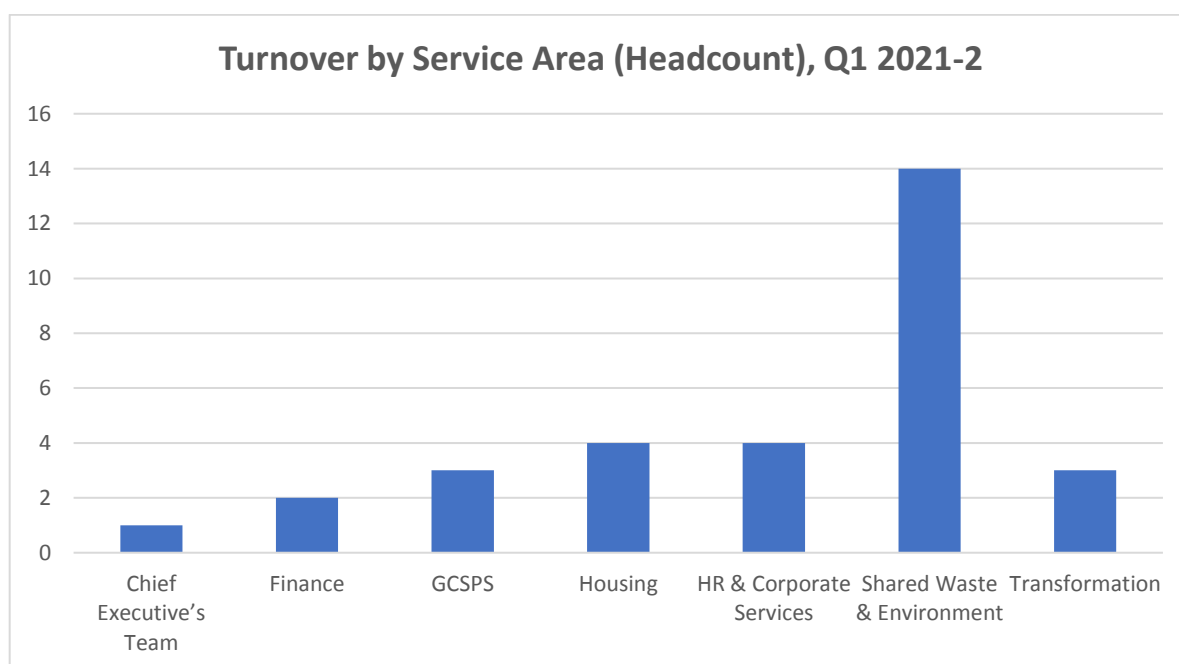


Chart 4



Note – turnover percentage is calculated as:
$$\frac{\text{Leavers}}{\text{Headcount}} \times 100.$$

7. Following the introduction of the new iTrent HR System we are unable to report on historical data. As a result, we will not be able to calculate the Stability Index until April 2022 when we will have a year of position history in the system.
8. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. To improve completion of Exit Interviews, HR changed the process. From August 2020, it was no longer the line manager's responsibility, but

instead HR sent an online form for the employee to complete at their convenience, with the option of having a meeting with HR if desired. Although the completion rate improved slightly, HR updated the process further in July 2021. HR Advisors now contact the leaver and arrange a virtual Exit Interview. The invite is sent out to each leaver once the leavers paperwork is received. This should enable HR to take prompt action if needed before the employee leaves. In GCSPS, exit interviews are completed by the Workforce Development Officer.

9. For those leaving in Q1, the HR team received 11 exit interview forms (out of 25 voluntary leavers) which is a return rate of 44%. This is down from 60% of exit interviews received in Q4 although the raw number of leavers significantly increased. This figure is equivalent to the average of 43.6% of exit interviews received in 2019-20 and 38.1% received in 2020-21. Given the HR team will be completing all exit interviews with leavers going forward this should support a sustained improvement in these rates. It will be necessary to compare this with completion rates in future quarters to determine if this has a noticeable impact. HR will contact managers to chase exit interview meetings (where applicable) and will raise any concerns with Leadership Team.
10. The exit interviews enable us to gain feedback from staff and establish why our employees have chosen to leave the organisation. The reason for leaving is compulsory on the online exit interview form and the leavers form. The option to state "voluntary" as the reason for leaving was removed as an option during Q2 2021-22. Where employees have completed exit interviews, we have cross-checked records and used the detail given to help narrow the reason given for leaving. 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 below:

Q1 Reasons for Leaving

Chart 5

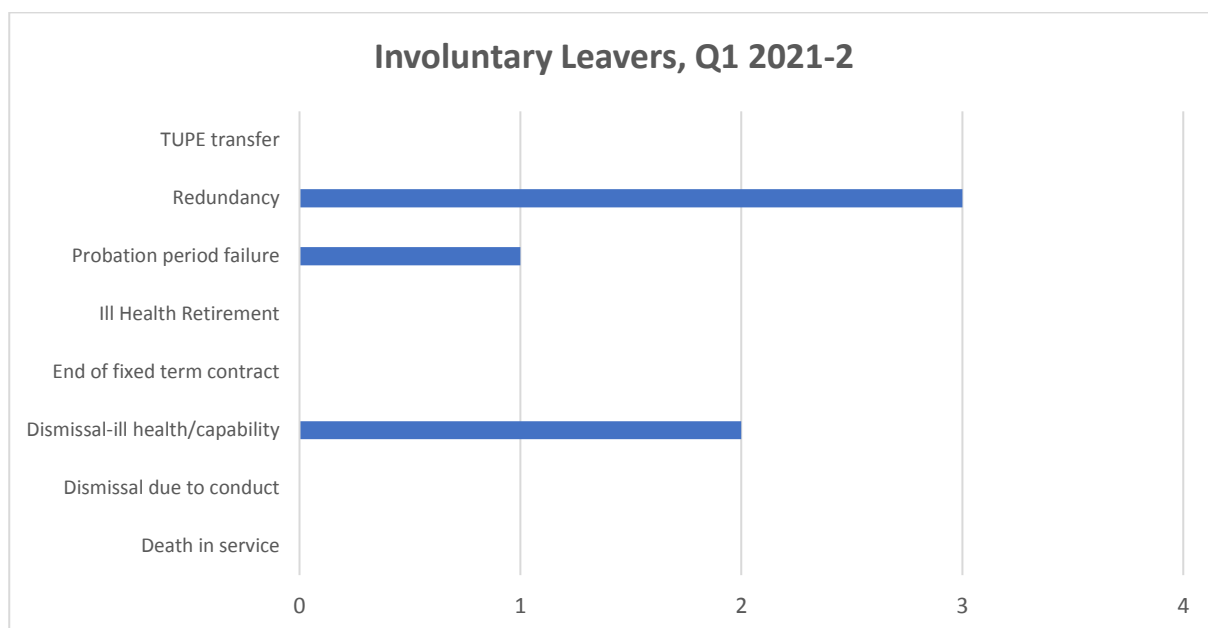
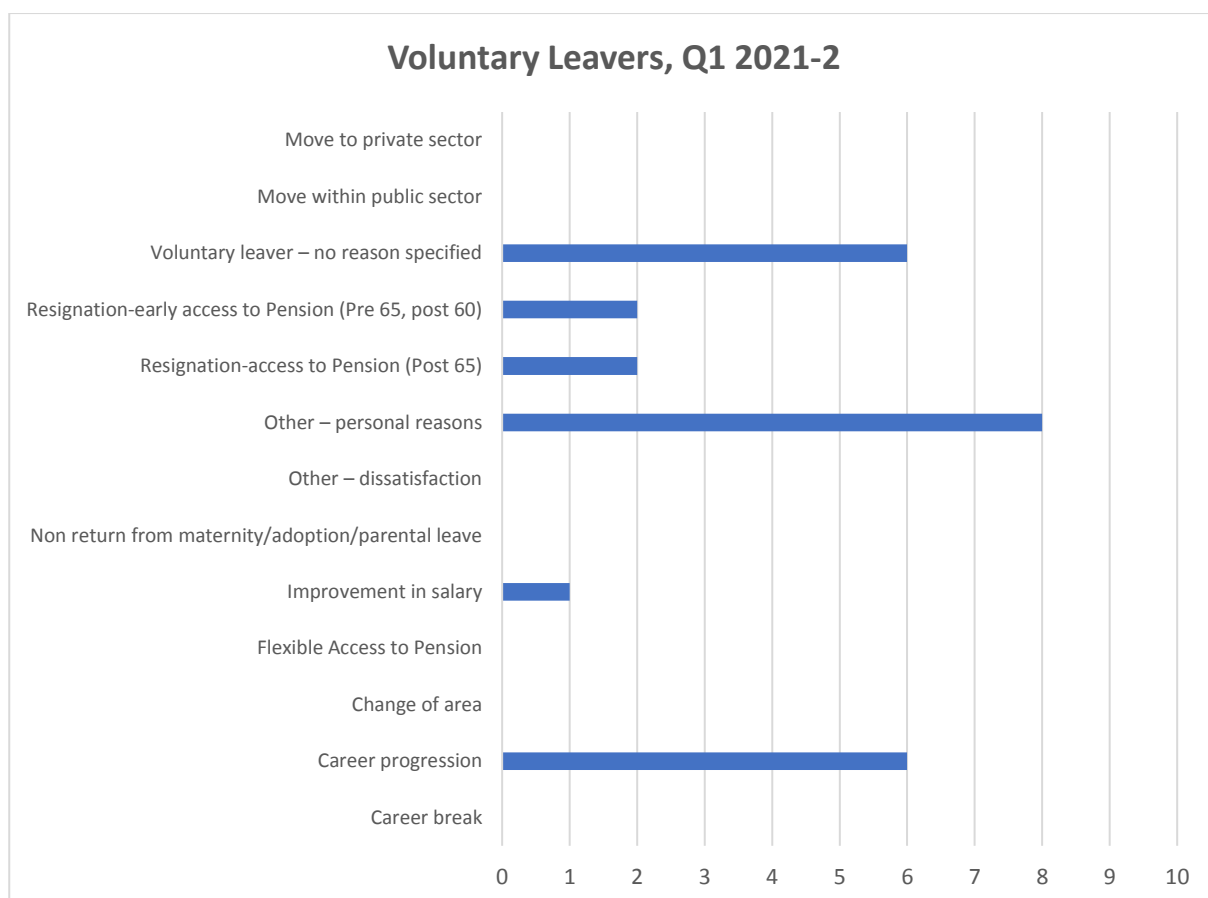


Chart 6



11. There was a significant increase in the number of voluntary and involuntary leavers in Q1.
12. There were three redundancies in Q1. These were the three members of the catering team within Facilities as a result of the closure of the canteen at Cambourne.
13. We received 11 Exit Interviews in Q1. There were a number of people who completed exit interviews who cited similar reasons for leaving including desire for more career progression, higher salary, change of role and more job security. However, all these employees said that they had enjoyed working for the Council and would consider working for us again in future. This suggests there could be significantly positive reception to exploring retention issues with the South Cambs workforce given the number of leavers willing to share their feedback about this topic.
14. The Exit Interview includes two important feedback questions. The first asks leavers to rate their perceptions of SCDC as an employer against a range of factors. The second asks **“Would you consider working for SCDC again?”**.

Below is a table providing a summary of the responses to these questions.

Chart 7

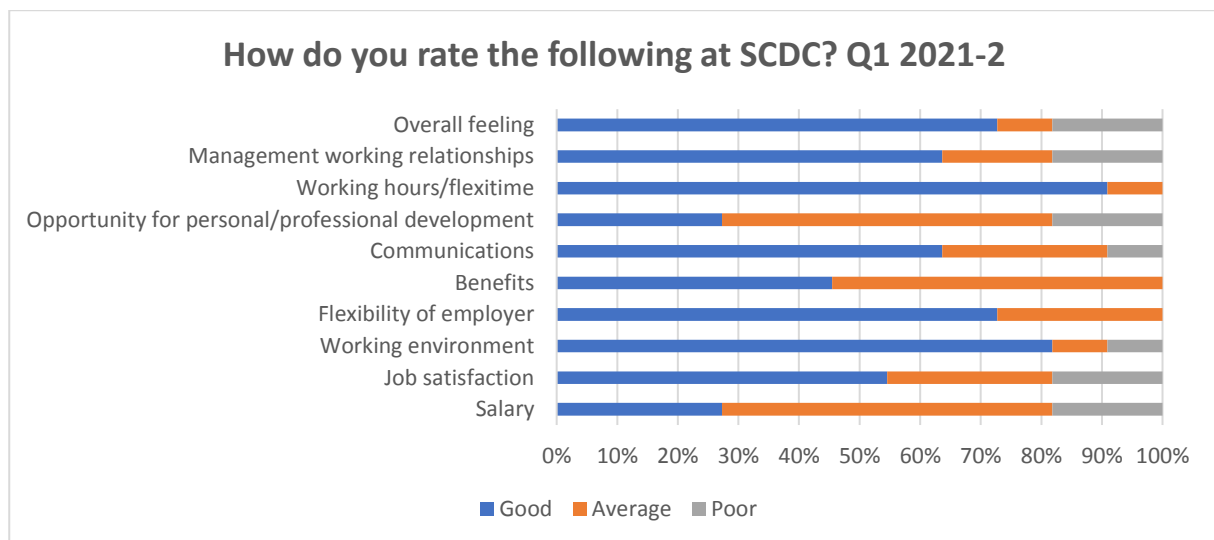
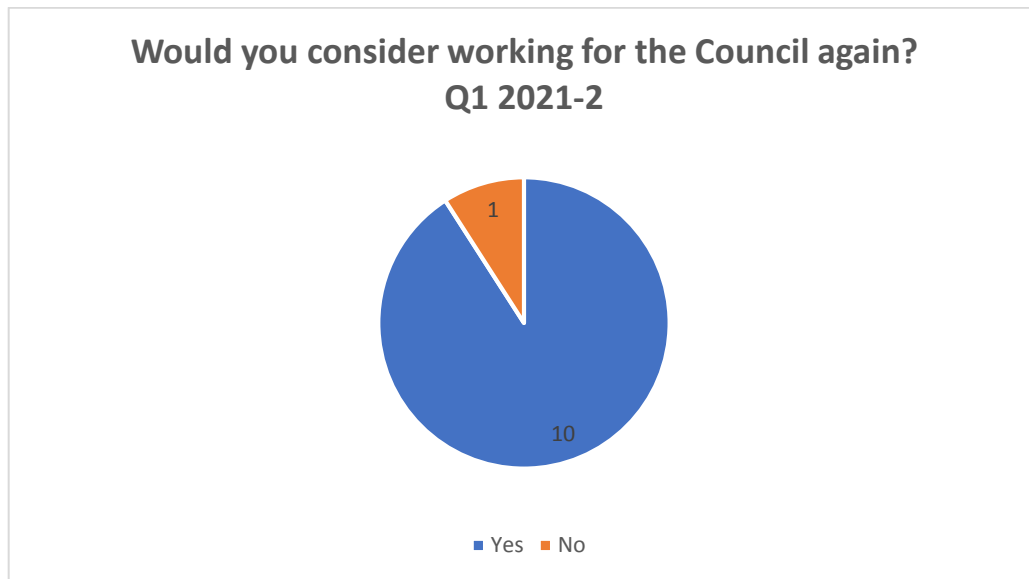


Chart 8



15. The exit interview data shows working hours/flexi-time and working environment are the most valued features of working for SCD. In contrast, salary and professional development are viewed least favourably. However, these factors don't appear to be a significant factor in employees making the decision to leave as the vast majority would consider working for us again. Further, relatively few respondents rated any of the factors as poor.

Recruitment

16. There were 25 roles advertised in this period. 8 advertised in April, 10 in May and 7 in June. 21 roles were appointed to, giving a vacancy fill rate of 84%. No posts were re-advertised during this period.

17. Please see the tables below for Vacancy Fill Rate - % of posts recruited successfully and the number of New Hires/Internal Changes and additional payments.

Chart 9

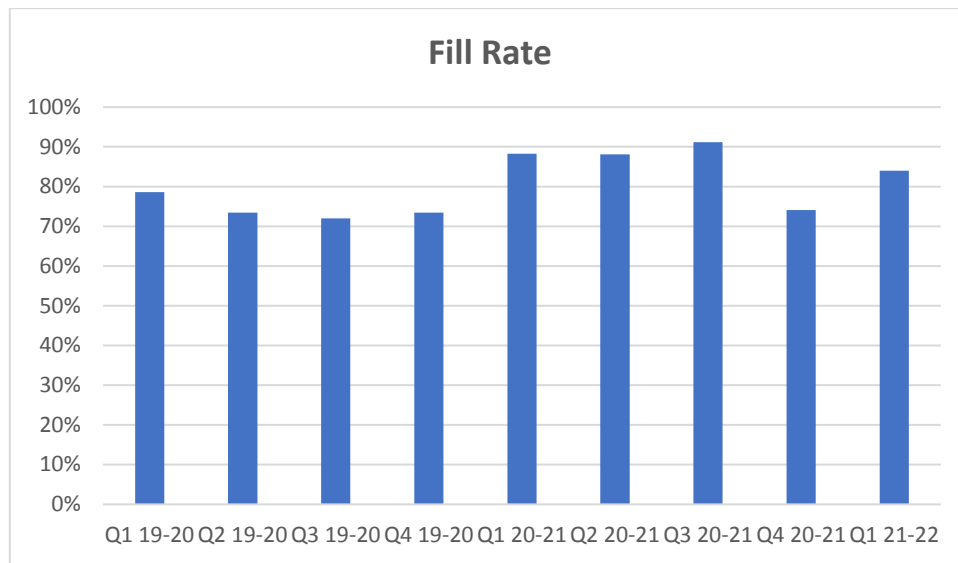


Chart 10

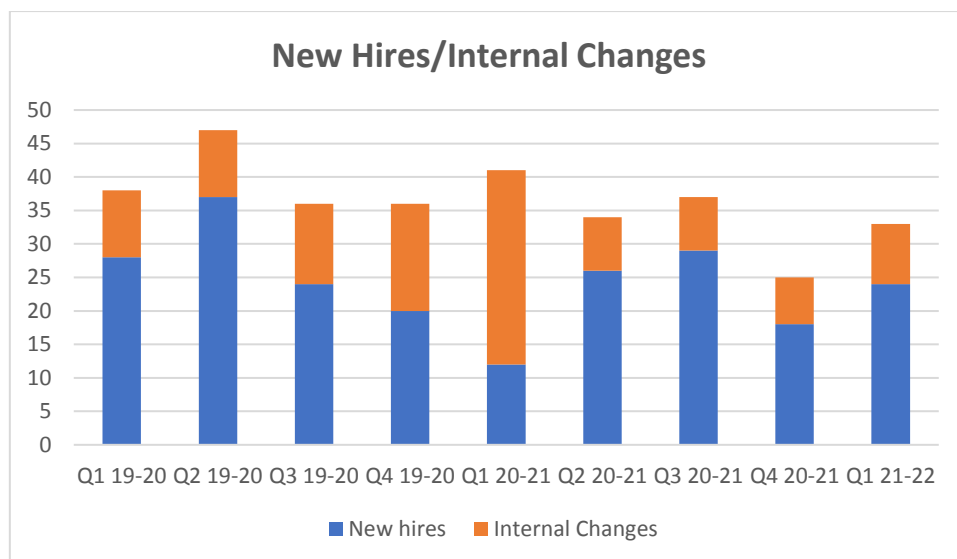
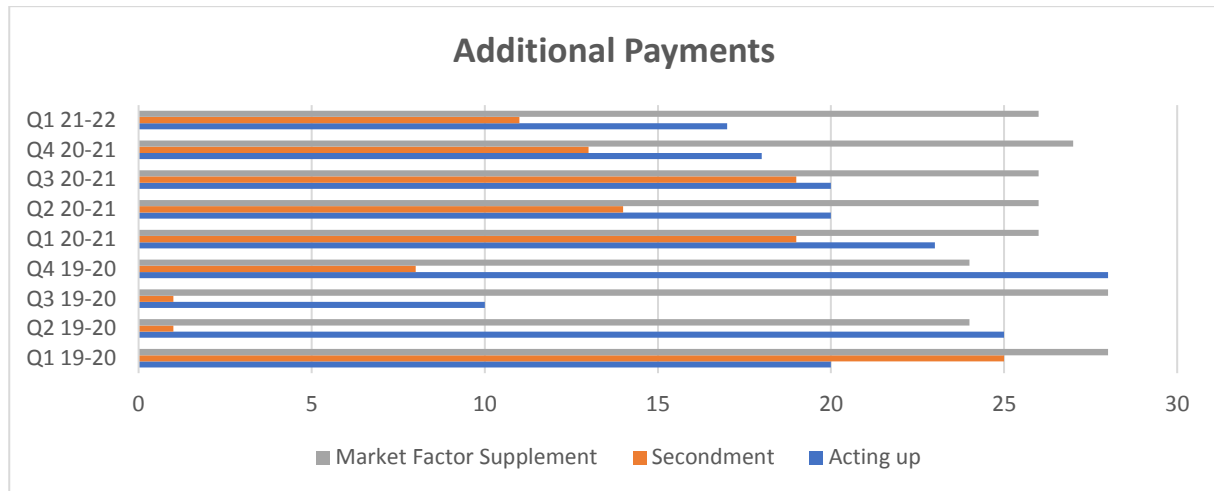


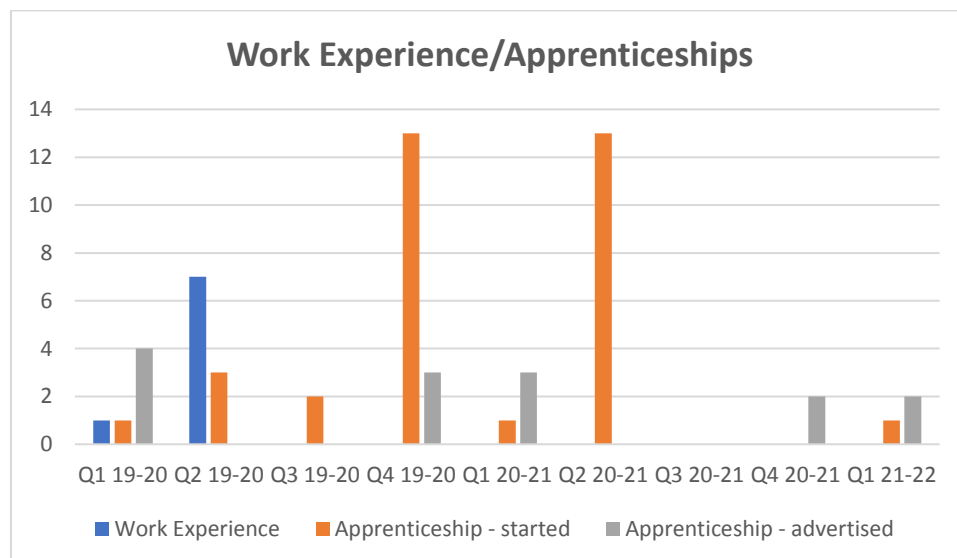
Chart 11



18. Note that no Golden Hello Payments were paid in Q1. 1 role was advertised, with 2 new eligible hires. These two employees will receive their Golden Hello Payments upon the successful completing of their probationary periods.

19. There were no work experience students at South Cambs during Q1. There were 2 Apprenticeships advertised in Q1.

Chart 12



20. As noted in chart 12 above, since Covid-19, there has been a lack of work experience placements, however the HR team are considering how we can provide opportunities for work experience while we are predominantly working from home. Apprenticeships are currently being used more by managers in 2021 than over the last 12 months. Following on from the apprenticeships

advertised in Q1, we have 3 apprentices scheduled to start in July 2021, with other vacancies due to be advertised. The Apprenticeship strategy is currently being developed, following feedback from Leadership Team, and will be published in due course.

21. We will look to report on new recruits who are undertaking apprenticeships and current employees who undertake apprenticeships separately in a future quarterly report.
22. The Recruitment Coordinators have been busy this quarter and there continues to be high volume of recruitment forecast for July to September. The Recruitment Coordinators are now preparing for future recruitment and the implementation of the Recruitment module within the new HR System. Golden Hellos, Market Supplements and an employee referral scheme are all in use to improve both the quality and number of candidate applications.
23. A new HR induction and onboarding process was implemented during Q2 2021-2 with new employees having remote inductions with a member of the HR team. This includes follow up meetings between 2 & 4 weeks later. Employees have given positive feedback that they are able to speak to a 'face' in HR. Managers are also supported as new employees are helped to settle into their new roles without having the added stress of sorting out annual leave entitlement, flexitime sheets and processing lots of forms.
24. HR have also started rolling out Manager Induction training sessions, delivered remotely. This is both for newly promoted managers and new recruits to the Council. This was originally rolled out earlier in 2020 to all GCSPS Managers and has been adapted for delivery across the Council. There were 4 delegates attending one session in Q1. The intention is to run these sessions quarterly, and there are further sessions planned for 2021-2.

Agency Staff

25. At the end of Q1, the number of temporary workers in each department was as follows: 22 in Greater Cambridge Shared Planning, 5 in Transformation, 3 in Revenues and Benefits, 1 in Finance and 1 in Shared Waste and Environment.
26. Since January 2021 the recruitment team has been utilising a Casual Worker Bank to support the Council to reduce agency fees. In Q1, 4 new casual workers started within posts that would normally be filled with an agency worker, reducing agency spend. A further 2 workers are due to start casual roles in July 2021.

Wider Context

27. The most recent Labour Market Report² from the CIPD was published in May 2021. This shows a continuation of the trends in the report from the previous quarter with positive net employment intentions rising from +11 points in February to +27 points in May. This is attributed to a halving of redundancy intentions and a rise in recruitment intentions. Since February, private sector recruitment intentions rose to +18 points during this period whilst public sector rose to +22 points. The intentions figures measure the difference between the proportion of employers that expect to increase staff levels over those that expect to decrease staff levels. Overall, the short-term jobs outlook remains more positive than 6 months ago with recruitment intentions in the public sector remaining high at 81% in Q1.

Conclusion

28. The turnover rate has risen significantly in Q1 and was above the performance indicator target for the first time following a continuous downwards trend over the last 2 years. There were 25 voluntary leavers in this quarter which is higher than the average of any quarter during the last two years. It's likely that previous quarters of declining turnover rates have reversed due to the general improvement in economic outlook as businesses have re-opened following covid-19 lockdown. The public and private sectors now have much greater intentions to recruit to positions, as outlined in the CIPD's Labour Market Report for May 2021. This suggests that turnover was artificially low over the last 2 years and subsequent quarters could show a continuing trend of a higher turnover rate.

29. The most common reasons for voluntary turnover cited in exit interviews were linked as they included more career progression, higher salary, change of role and more job security. There was also a proportionately higher number of leavers under the age of 30 as detailed in the Equality and Diversity section below. All these employees said they had enjoyed working for the Council and would consider working for us again in future, suggesting that this turnover may have been avoided if there were more clearly defined career pathways and progression opportunities. The fact that many employees were willing to share this information suggests there could be a positive reception if these factors are reviewed across the organisation in future. The reasons for leaving in the next quarter will need to be analysed to determine if this is representative of a new trend.

30. The number of roles advertised decreased significantly from 54 in Q4 to 25 in Q1. In contrast, the fill rate increased from 74% to 84% compared to the previous quarter. This reflects historical low turnover in Q4, with less need to fill vacant position.

² [Labour Market Outlook: Spring 2021 \(cipd.co.uk\)](https://www.cipd.co.uk/labour-market-outlook/spring-2021)

31. The number of staff who internally transferred to new roles remains low at 9 in Q1 compared to 7 in Q4, suggesting there were fewer senior opportunities. There has been a consistent number of employees temporarily acting up (17 in Q1 compared to 18 in Q4) demonstrating 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.
32. The Council has demonstrated it looks for new avenues to continue to recruit the best talent available by pursuing alternative digital recruitment solutions and recruiting Apprentices. The Council has also streamlined its recruitment application process and offered incentives for applications, including Market Factor Supplements and Golden Hello Payments. See [Chart 9](#) for breakdowns of these payments.
33. The Council continues to seek feedback about all aspects of the employee life cycle to make improvements to continue to support the retention of talent.
34. 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

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

Implications

36. 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

37. 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

38. 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 an 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

- 39. The council will seek to mitigate and eliminate risks associated with employment relations matters for example, change management, case management and involuntary leavers.
- 40. Current identified risks in relation to recruitment challenges are included on the risk register. The council continually reviews measures to mitigate this risk.
- 41. Proposed changes to the Local 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

- 42. The new iTrent HR system enables reporting on the diversity of all leavers by age, ethnicity, gender, disability and religion.

Chart 13

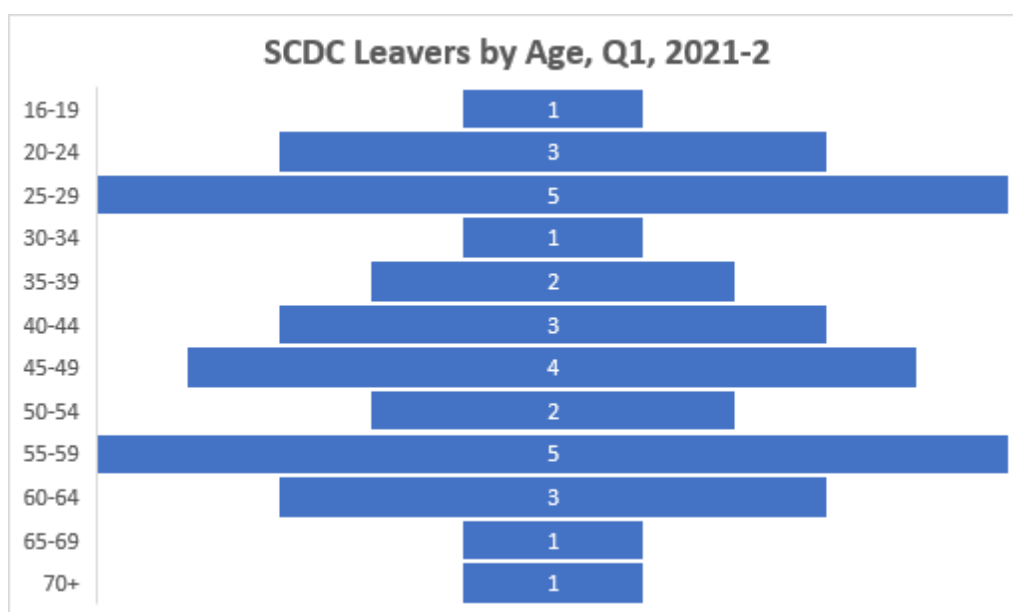
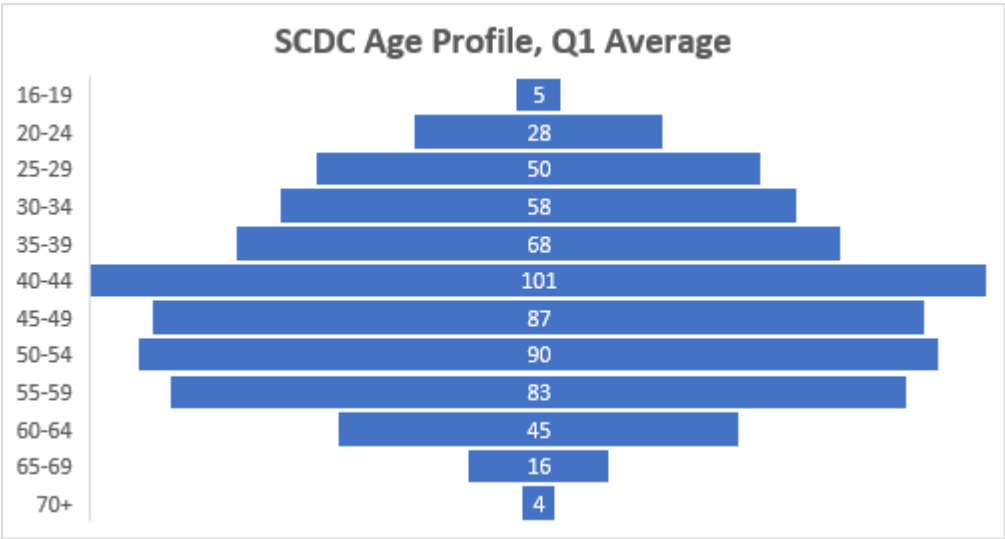


Chart 14



43. In Q1 the age groups with the most frequent leavers were 25-29, 45-49 and 55-59. However, the 45-49 and 55-59 age groups each make up a large proportion of our workforce, and so it would be expected that these would have more leavers in a quarter of high turnover. In contrast, 29% of leavers in Q1 were under the age of 30 even though they account for 13.1% of the workforce. Of the 7 voluntary leavers amongst this group, all of them stated they had a new job offer, were relocating or the position was not what they had expected.

Chart 15

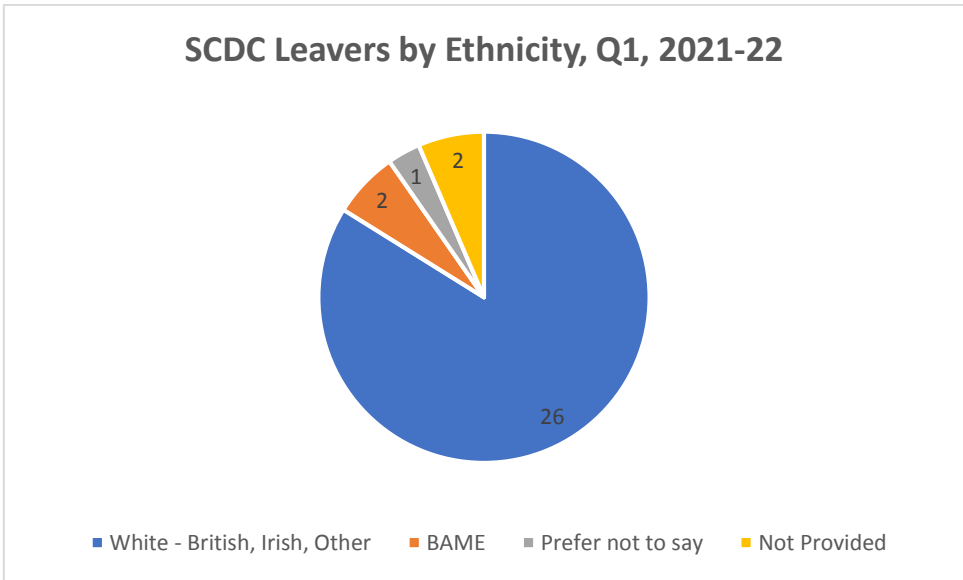
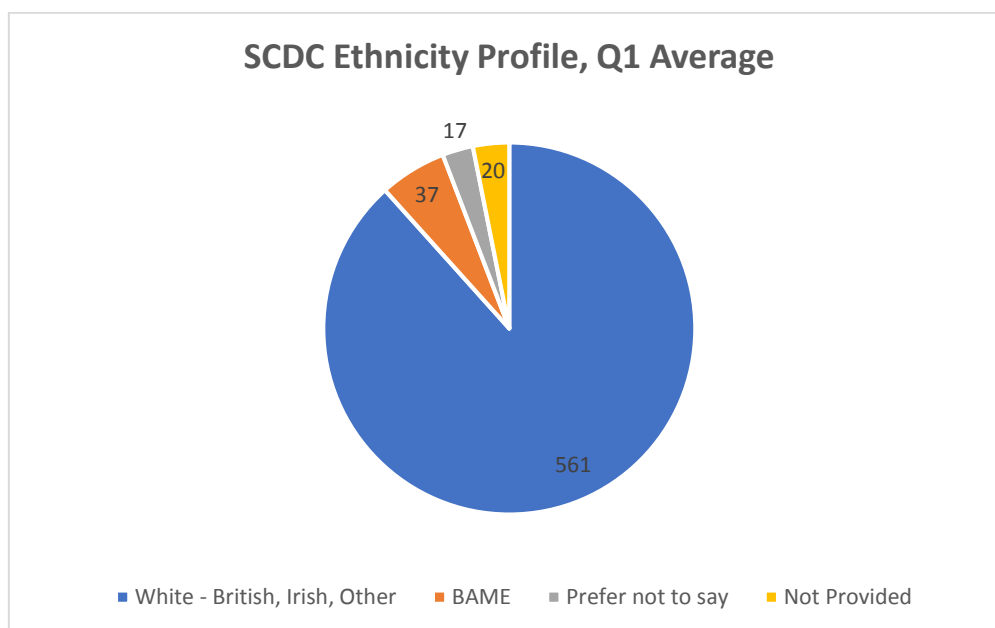


Chart 16



44. In Q1, the percentages of leavers by ethnicity were broadly equivalent to their current proportions within the Council's workforce. There were no significant variations in turnover by ethnicity during this period.

Chart 17

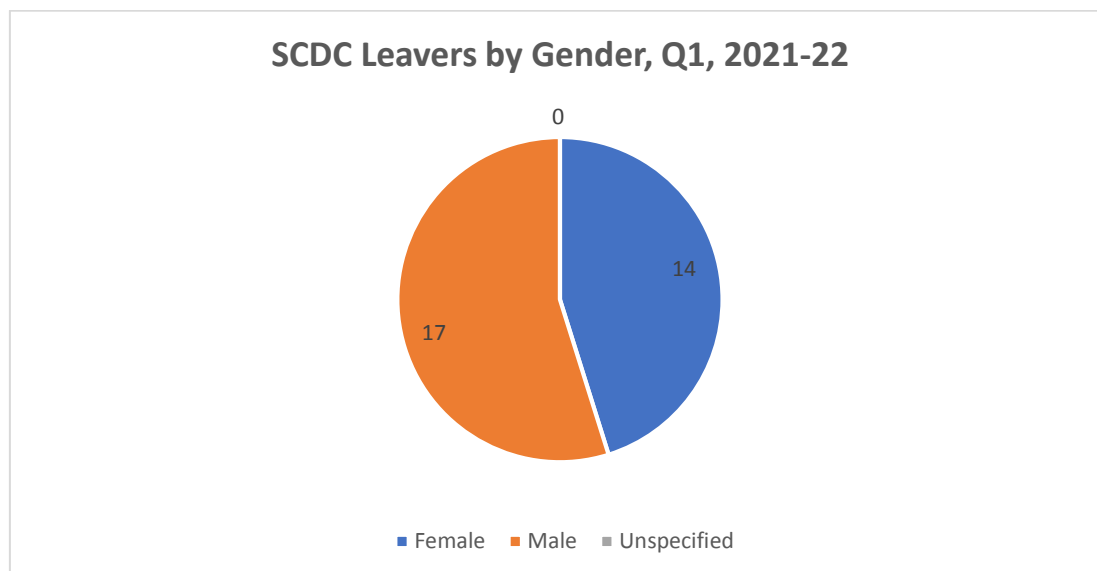
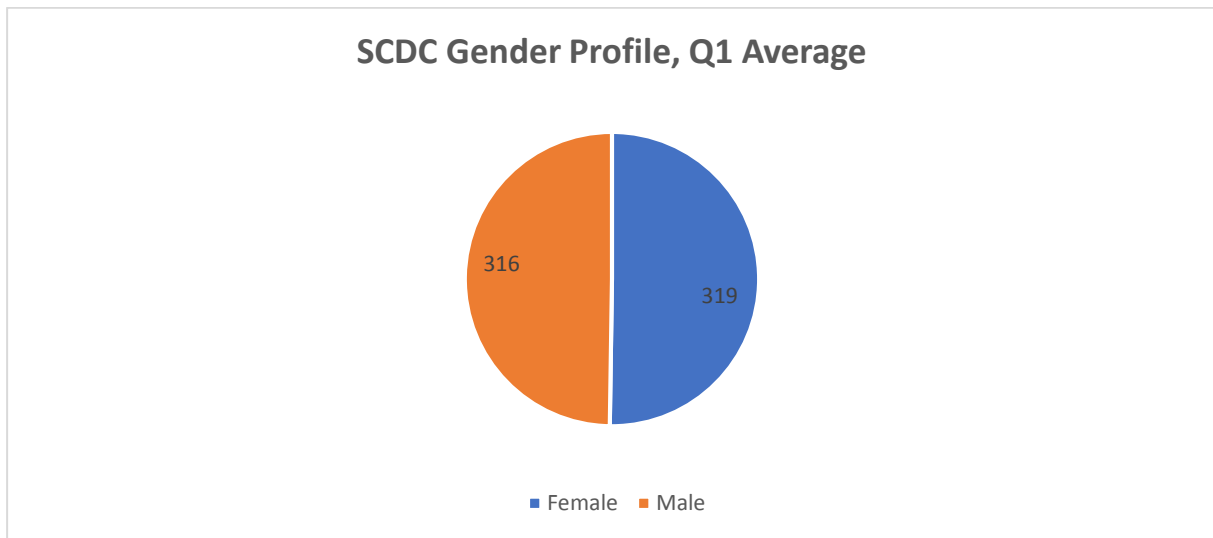


Chart 18



45. In Q1 male leavers were overrepresented. This was largely the result of increased turnover of Shared Waste Refuse Loaders and Refuse Drivers. This was due to personal reasons such as relocation, a new job offer and to maintain a better work-life balance.

Chart 19

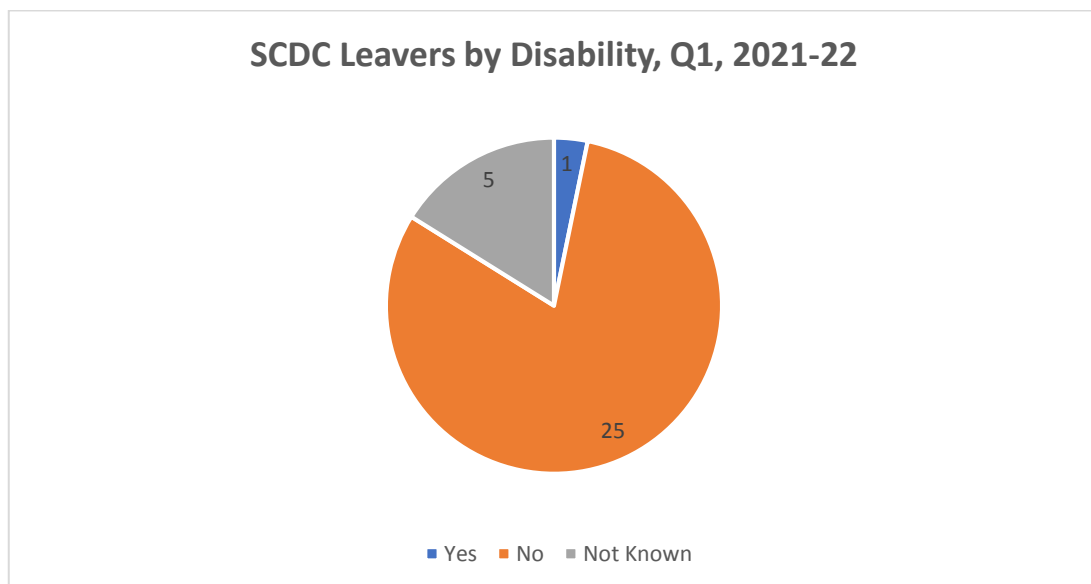
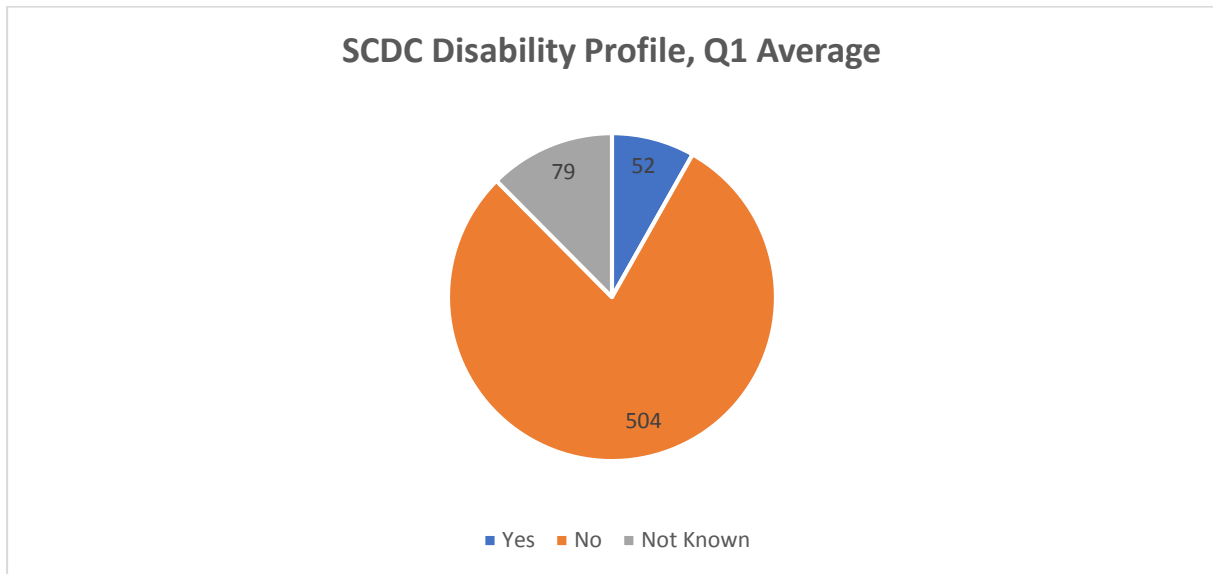


Chart 20



46. In Q1, the majority of leavers had no declared disabilities. There were no significant variations in turnover by disability during this period.

Chart 21

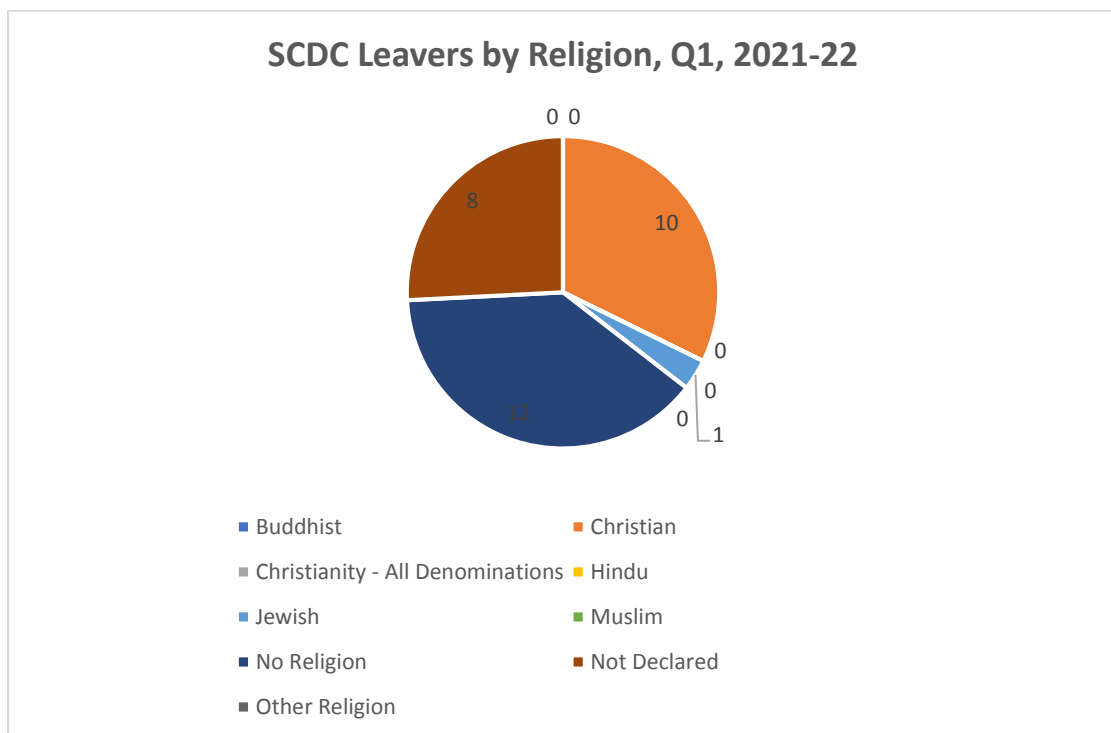
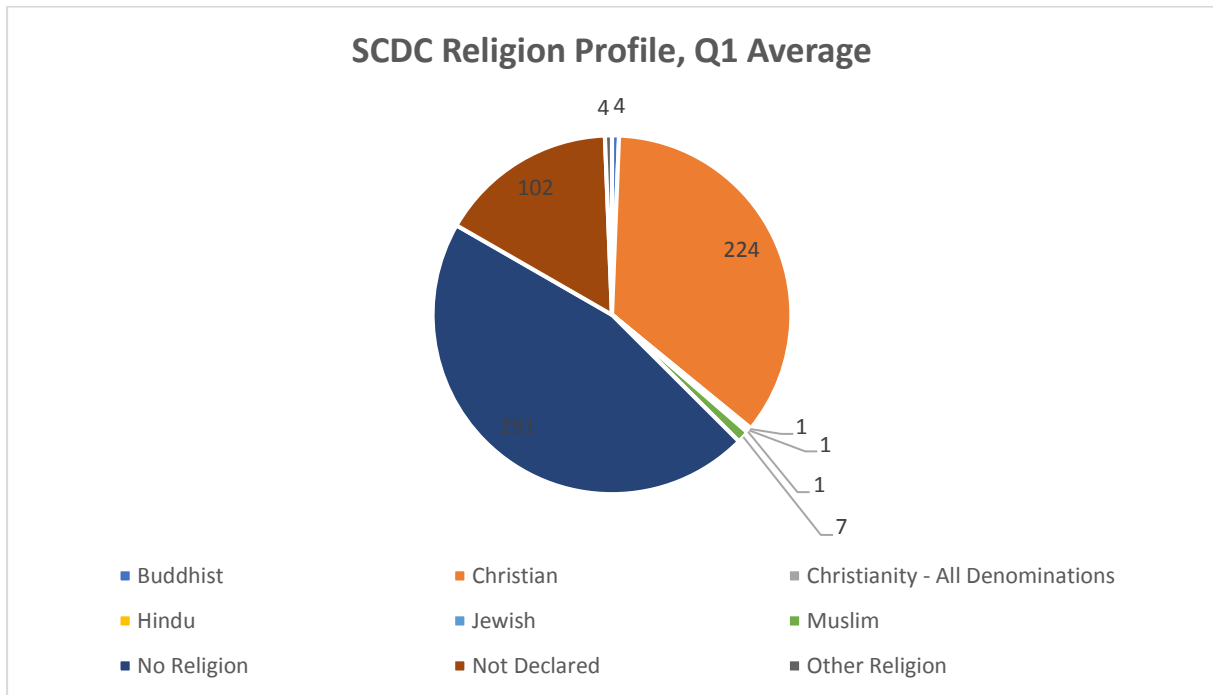


Chart 22



47. During Q1 the largest group of leavers was those without a religious affiliation. There were no significant variations in turnover by religion during this reporting period.

48. We have included information on the diversity of Apprentices in Appendix C.

Appendix A - Acronyms

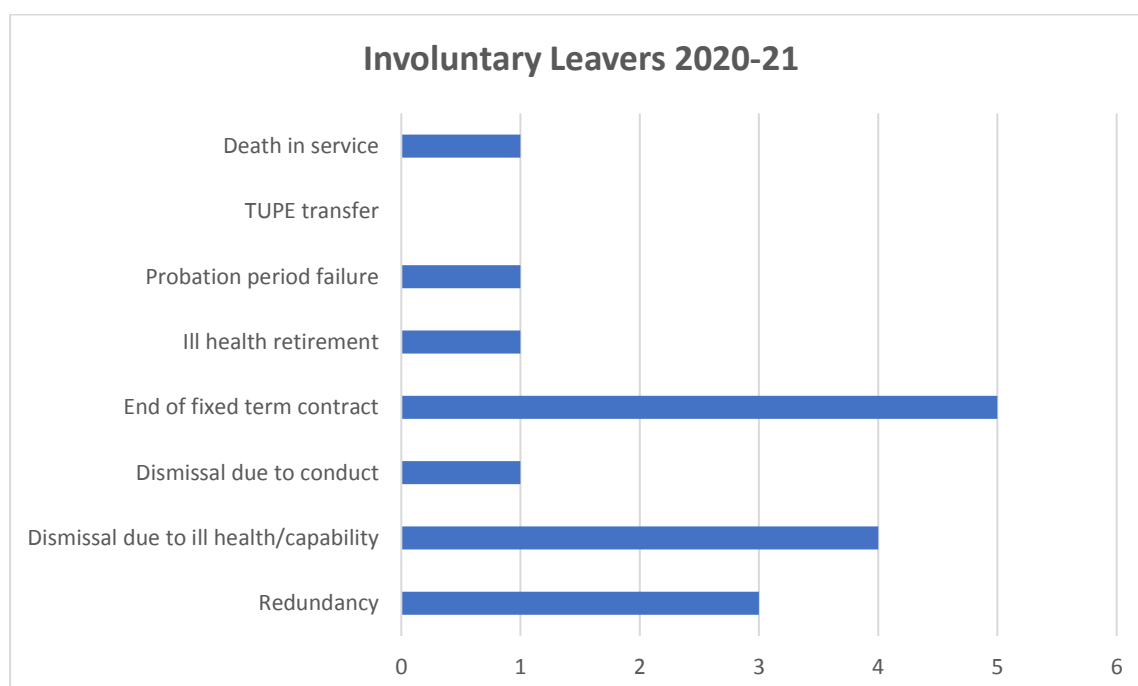
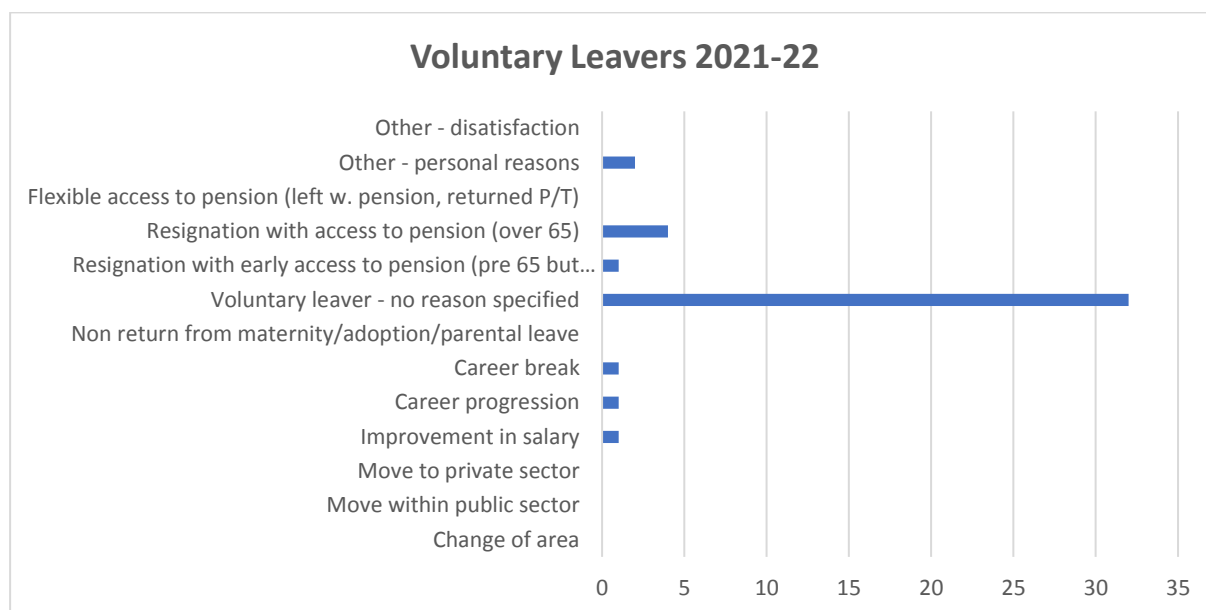
PI - Performance Indicator; relates to Voluntary Turnover. Target is 3.25%.

GCSPS – Greater Cambridge Shared Planning Service.

GCSWS – Greater Cambridge Shared Waste Service

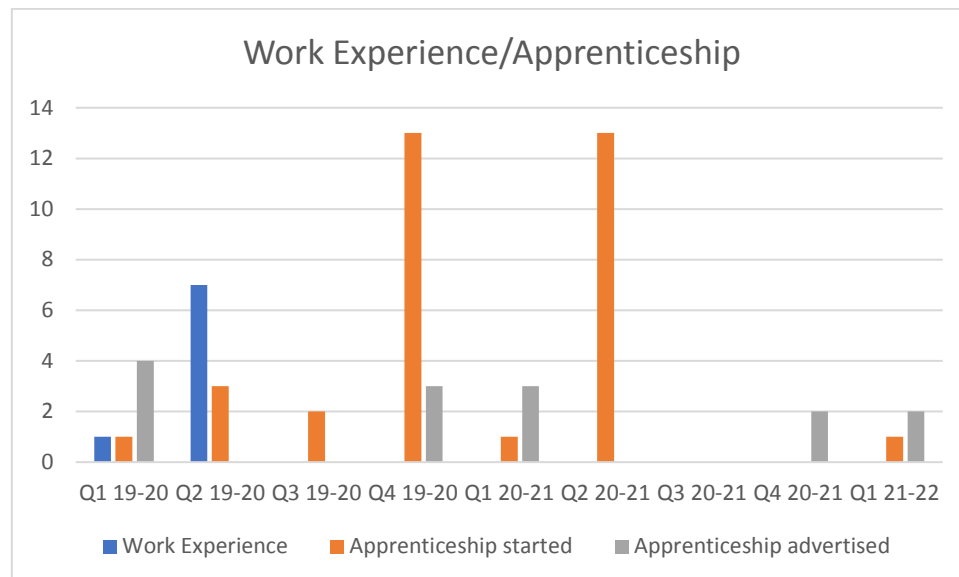
SW&E – Shared Waste & Environment

Appendix B – Voluntary and Involuntary Leavers, 2021-2022

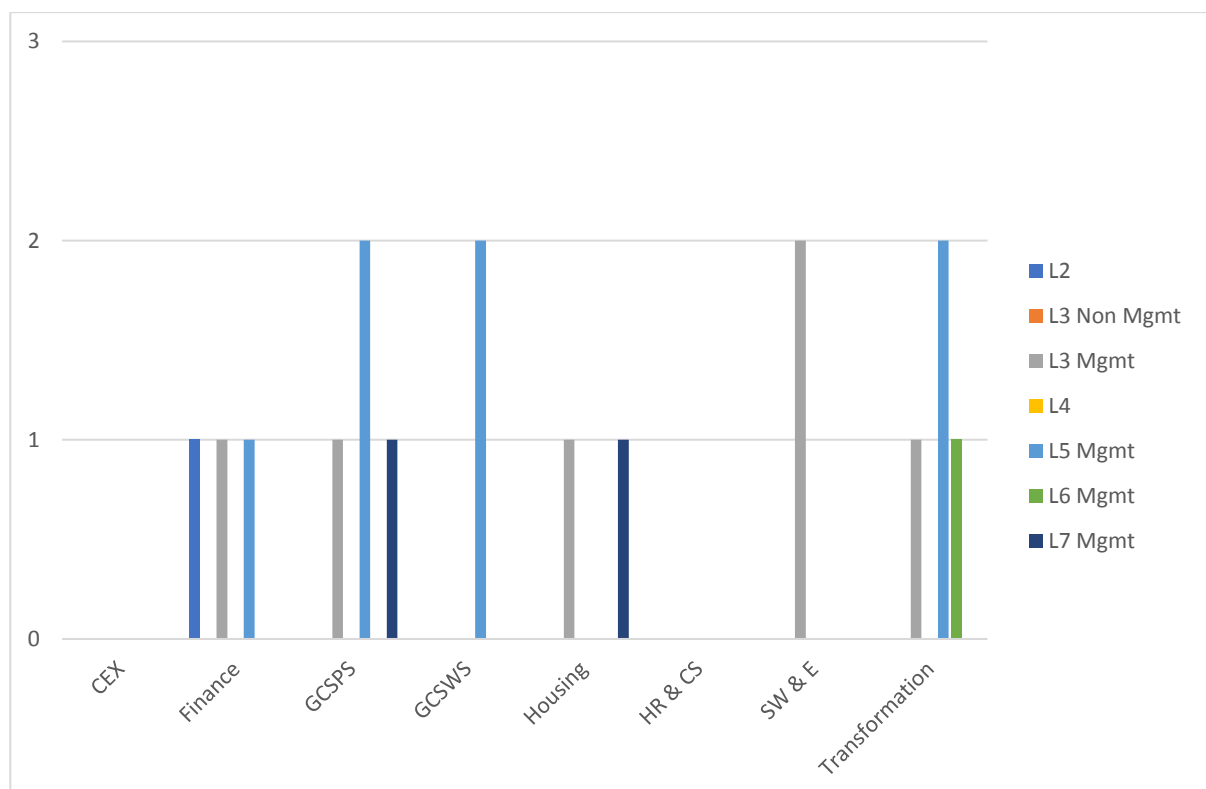


Appendix C – Recruitment & Apprenticeships

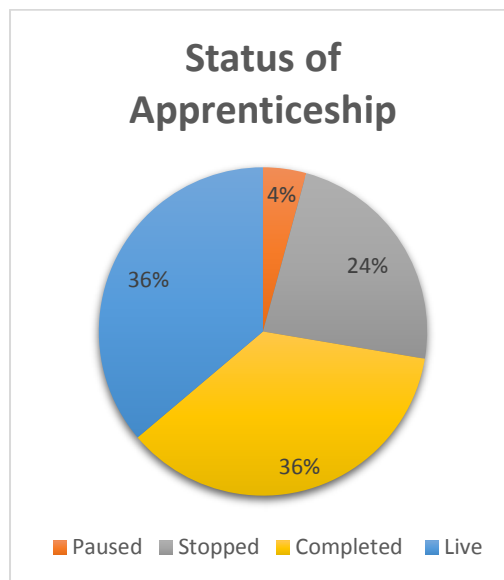
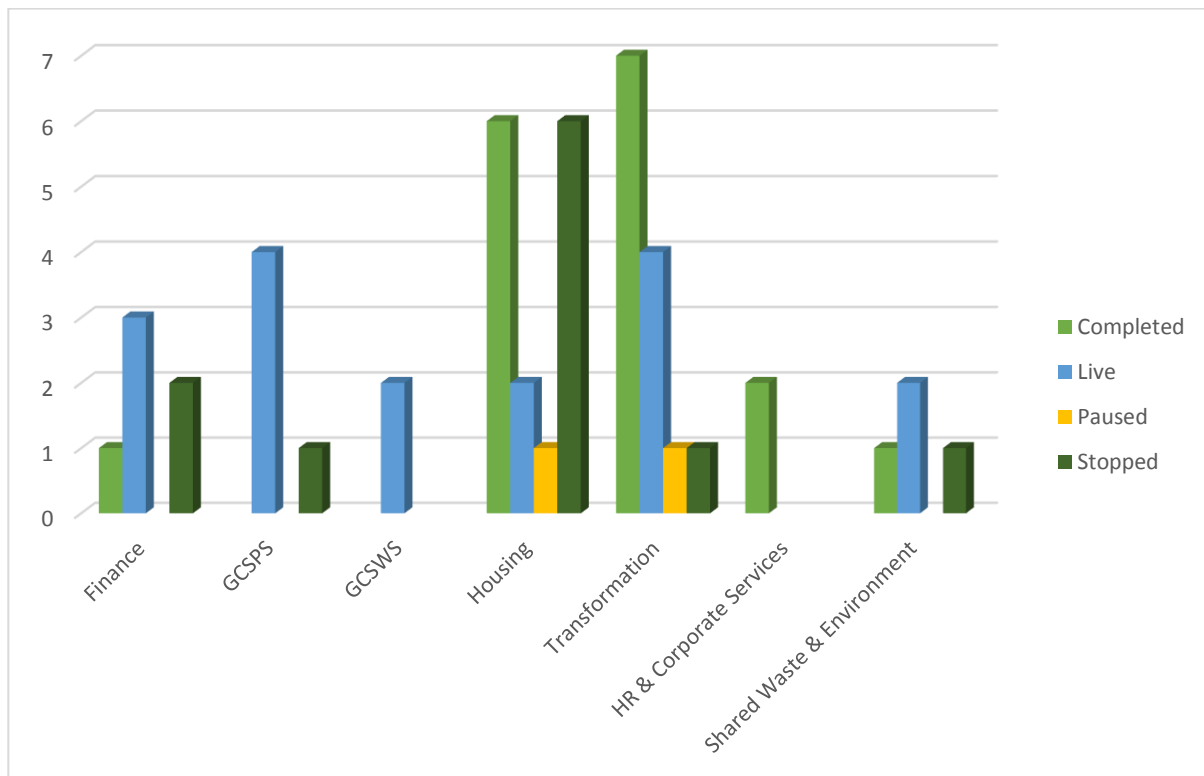
Work Experience Students/Apprenticeships Information



Live Apprentices by Service Area and Level – April 2021

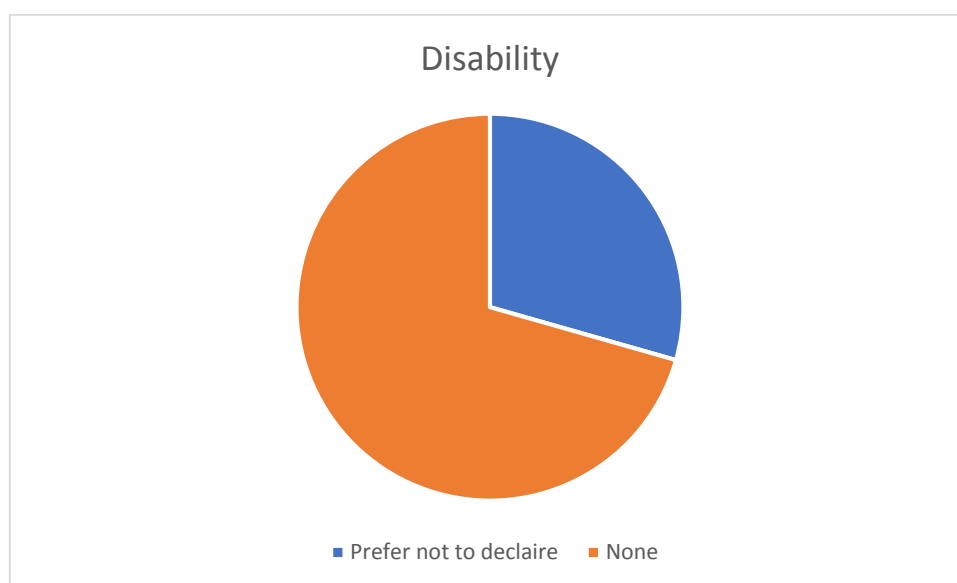


Status of Live Apprentices by Service Area and Level – April 2021



From April 2021 data

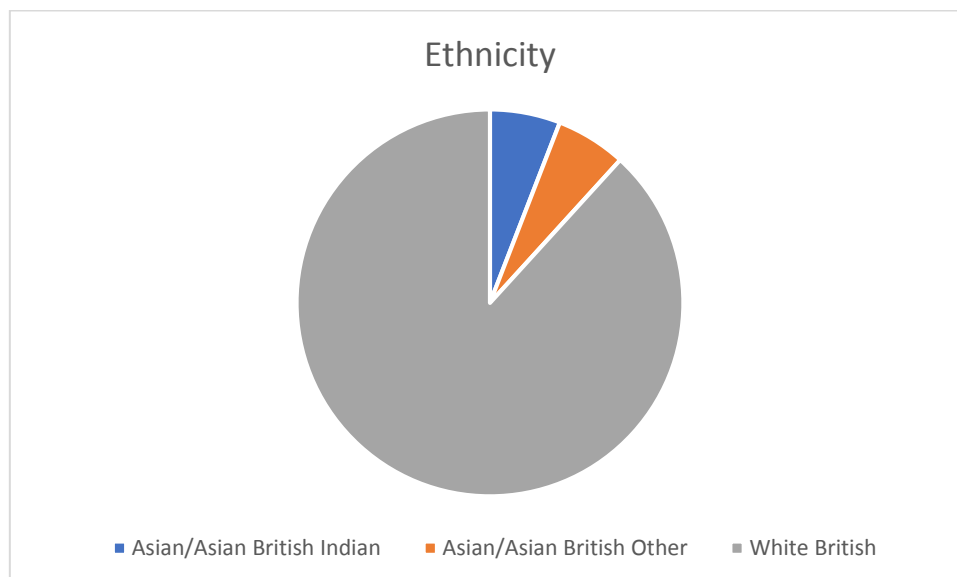
Apprenticeship – Disability (Declared)



(Prefer not to declare 29.41%; none 70.59%)

Note this table includes all apprentices – live, completed, paused and stopped. From April 2021 data.

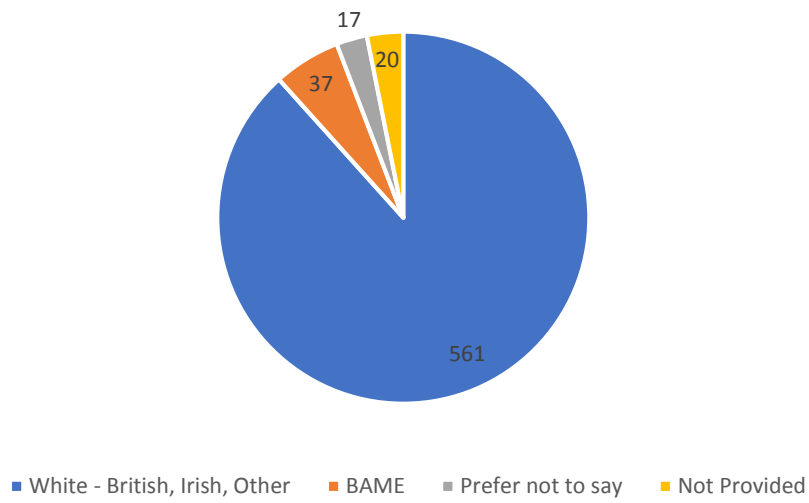
Apprenticeship - Ethnicity



(White British 88.24%; Asian/Asian British Indian 5.88%; Asian/Asian British Other 5.88%)

This compares to the data for the whole of SCDC:

SCDC Ethnicity Profile, Q1 Average



Appendix D

Previous years data

Table showing leavers 2020-2021; breakdown by Service Area

Service Area	Q1	Q2	Q3	Q4
Health & Environmental Services	1	4	3	0
GCSWS	4	6	11	0
GCSPS	2	1	0	1
Affordable Homes	2	5	2	2
Revenues & Benefits	0	0	0	0
Finance, Policy and Performance	1	1	0	2
Business & Customer Services	2	1	0	2
Chief Executive's Team	1	1	0	0
HR	0	3	0	0
Democratic Services including Elections	0	0	0	0
Facilities	0	0	0	0
Total	13	22	16	7

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

Reason for leaving	04/16 – 03/17	04/17 – 03/18	04/18 – 03/19	04/19 – 03/20	04/20 – 03/21	04/21 – 03/22
Voluntary leavers						
Change of area		2	2	8		
Move within public sector	1	7	4			
Move to private sector	1	4	9			
Improvement in salary		1	2	6	1	2
Career progression		3	9	14	1	6
Career break			1	1	1	
Non return from maternity/adoption/parental leave						
Voluntary leaver – no reason specified	38	24	30	24	32	5
Other – personal reasons			3	2	2	8
Other - dissatisfaction				3		

Resignation with early access to pension (pre 65 but over 60)	1	1	2	3	1	
Resignation with access to pension (over 65)	6	2	1	4	4	4
Flexible access to pension (left w. pension, returned P/T)	1		0	0		
Total Voluntary Leavers	48	44	63	65	42	25
Total Voluntary but not included in PI	0	0	0	0	0	0
Involuntary leavers						
Redundancy	2	2	3	2	3	3
Dismissal due to ill health/capability		1	3	2	4	2
Dismissal due to conduct	2	2	3	2	1	
End of fixed term contract	4	2	2	3	5	
Ill health retirement		1	4	3	1	
Probation period failure			0		1	1
TUPE transfer			0			
Death in service	3		1	1	1	
Total Involuntary	11	8	15	13	16	7
Grand Total	59	52	78	78	58	31

Appendix E

Table showing comparison of ethnicity statistics at South Cambs District Council (2019-20), South Cambridgeshire District (2011), Cambridgeshire and Peterborough census data (2011) and East of England census data (2011); breakdown by Ethnicity

	SCDC Employees		South Cambs	Cambridgeshire and Peterborough	East of England
Ethnicity	Count	Percentage	Percentage	Percentage	Percentage
BAME	24	4.18%	7.10%	9.20%	8.70%
White: British/Irish/Other	488	85.02%	92.90%	90.30%	90.80%
Black	7	1.22%	1.3%	1.30%	2%
Chinese	4	0.70%	0.8%	5.90%	4.80%
South Asian	9	1.57%	2.9%		
Mixed Ethnicity	4	0.70%	1.8%	2%	1.90%
Other	2	0.35%	0.3%	0.60%	0.50%
Not Disclosed*	2	0.35%	N/A	N/A	N/A
Not Provided**	58	10.10%	N/A	N/A	N/A

*'Not Disclosed' means the respondent has ticked a box to confirm that they don't wish to disclose their ethnicity.

**'Not Provided' means the respondent hasn't ticked any boxes disclosing their ethnicity.

Appendix F

Tables showing raw data for Q1 average workforce profile graphs in Equality and Diversity section

Age	Q1 Average	Percentage
16-19	5	0.79
20-24	28	4.41
25-29	50	7.87
30-34	58	9.13
35-39	68	10.71
40-44	101	15.91
45-49	87	13.70
50-54	90	14.17
55-59	83	13.07
60-64	45	7.09
65-69	16	2.52
70+	4	0.63
Total	635	100

Ethnicity	Q1 Average	Percentage
White - British, Irish, Other	561	88.35
BAME	37	5.83
Prefer not to say	17	2.68
Not Provided	20	3.15
Total	635	100.00

Gender	Q1 Average	Percentage
Female	319	50.24
Male	316	49.76
Total	635	100

Disability	Q1 Average	Percentage
Yes	52	8.19
No	504	79.37
Not Known	79	12.44
Total	635	100

Religion	Q1 Average	Percentage
Buddhist	4	0.63
Christian	224	35.28
Christianity - All Denominations	1	0.16
Hindu	1	0.16
Jewish	1	0.16
Muslim	7	1.10
No Religion	291	45.83
Not Declared	102	16.06
Other Religion	4	0.63
Total	635	100

Report Author:

Jonathan Corbett – HR Advisor; Telephone (01954) 713244.

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Agenda Item 5

REPORT TO: Employment and Staffing Committee
LEAD OFFICER: Jeff Membery – Head of Transformation

15 October 2021

SICKNESS ABSENCE 1 APRIL 2021 TO 30 JUNE 2021

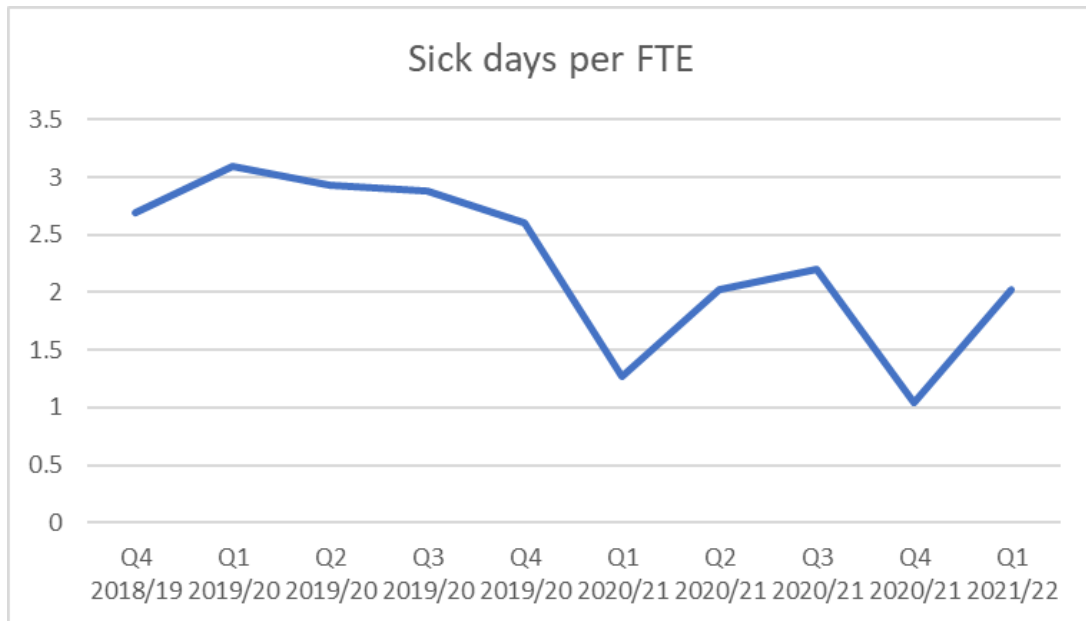
Purpose

1. The purpose of this report is to provide high-level information on sickness absence for the period 1st April 2021 to 30th June 2021 and is a quarterly performance monitoring report.

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

Summary

2. We have now successfully implemented our new HR/Payroll management system, which has increased our trend identification and reporting capabilities. This report has been created using our new sickness analytics package, which is why the reports do not look the same as previous reports. As part of this, we have also increased the number of options for absence reasons, which will better allow us to track changes and implement targeted supports. In particular, we have split the category that was previously 'stress, depression, and mental health' into three categories;
 - (a) Stress Anxiety Depression (Personal)
 - (b) Stress Anxiety Depression (Work)
 - (c) Stress Anxiety Depression (Work and Personal)
3. While this will help us to better identify the causes of stress-related absence, it does mean that our reports are showing a decrease of 178 days attributed to 'stress/depression and mental health' because that category is not being used anymore; there is actually only a decrease of 65.5 days.
4. Our BVPI figure is 2.03 days per FTE (based on 584.7 FTE), which is 48.77% increase compared to Q4 figure (1.04 days per 602.13 FTE). This is also a 37.44% increase compared to Q1 2020-21 (1.27 days per 555 FTE).



Our absence figures have been steadily increasing since January 2021, and are now at the highest they have been in the last 12 month period (Appendix C – Trend Analysis by Structure). In Q1 2021-22 our days lost for absence was 1186.5, which is an increase of 491 days.

There have been increases in absences in most categories, with the most significant increases being in musculoskeletal (208 days), other musculoskeletal (96.5 days), and back and neck problems (68 days). For more details please see appendix B – Absence Analysis by Reason.

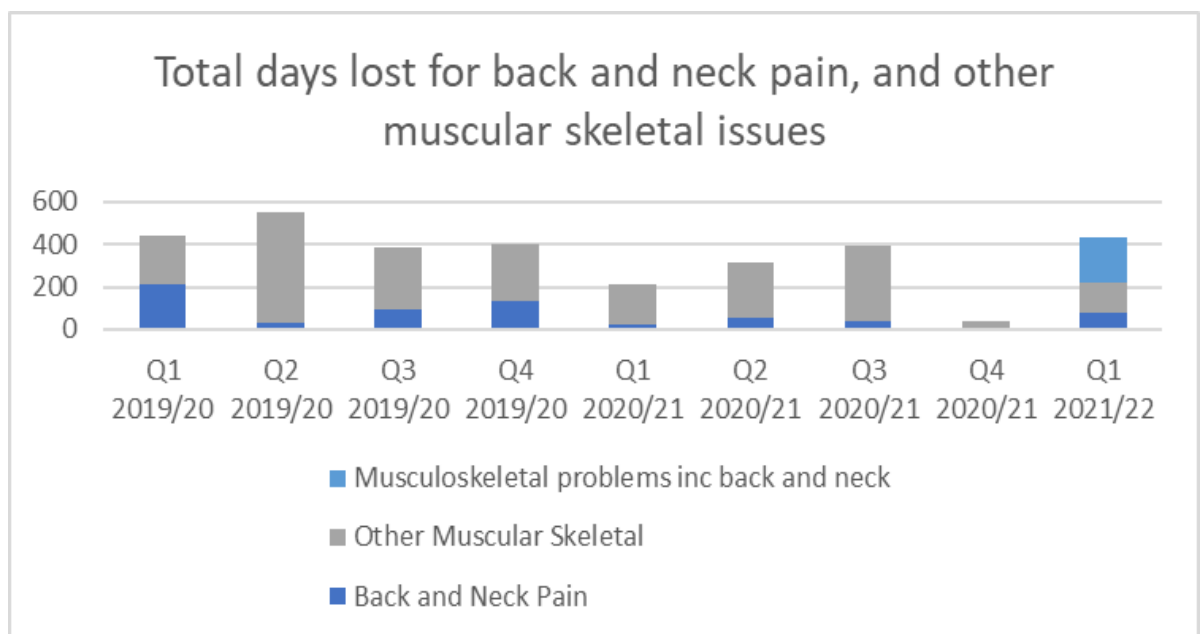
Within this Quarter, 132 employees have had absences due to sickness, meaning 524 employees have not had any absences within this period.

The total days lost in Q1 for SSWS account for 67% of total day's absences (794 days from a total of 1186.5 days). This is a significant increase from Q4 2020-21 (355 days from a total of 695.5 days).

The chart below shows the number of days absence attributed to stress/depression & mental health over the past two years, with the new differentiation between causes of stress, depression, and mental health reflected in the last column.



The chart below shows the number of day's absence attributed to Back and Neck Pain, Other Muscular-Skeletal, and Musculoskeletal problems incl. back and neck over that last year. Please note that we are looking to change the system to remove one of these reasons as there is a clear overlap.



Summary of isolation and days lost to Covid by department

Department	Number of employees self isolating - in work	Number of employees self isolating unable to work	Working days lost to Covid isolation
Affordable Homes			
Sheltered Housing			
Chief Executive Team			
Finance, Policy & Performance			
Business & Customer Services			
HR			
Facilities			
Democratic Services & Elections			
Revenues & Benefits			
Health & Environment (ex. GCSWS)			
GCSWS	1	4	13
GCSPS			
Total			

The table above shows working days lost to Covid isolation. All employees who reported their isolation were from the GCSWS at the Depot – 13 days. These employees would have been self-isolating at home (not necessarily physically unwell). The 13 days were not recorded as part of the sickness absence, unless, for those who were firstly able to work from home and then secondly they were too unwell to work from home – this would have been very few cases). It is likely that other staff were isolating but were able to work from home and so did not report it to HR.

Unfortunately we are not currently able to provide the usual breakdown between long term and short term sickness absence, but we are continuing to work on developing the reports, and are hopeful this information can be reported on again in the future.

During Q1, the HR team have been continuing to work alongside managers, introducing a new way of working/new tools to try to assist managers in proactively

managing long term absence. Virtual welfare visits are carried out with all long-term sickness cases.

During Q1 the HR team have also delivered some managerial masterclasses titled 'Managing Stress' and 'Managing Sickness'. These are targeted at managers, and focus on our policies, procedures, and the tools and supports available, including our stress audit tool, counselling service, our Mental Health First Aid team, and our Occupational Health provider. We have also continued to provide regular guided meditation sessions, which are now once a fortnight and are available to all staff to either attend live or to access the recordings at any point via Insite – we have over 45 sessions recorded now.

We have also continued to advertise our Employee Assistance Programme (EAP) to all staff and managers, through Insite posts and inclusion on the new monthly HR newsletter. In this quarter we also offered employees the choice of Telephone Counselling (provided through EAP) or Video Counselling (provided by Evolve). There has been some uptake of the Video Counselling, where staff felt uncomfortable having telephone-only sessions.

With respect to muscular skeletal absences HR have been encouraging all staff to undertake a DSE assessment on their home set up and sending out wellbeing tips about regular breaks and additional equipment. As of 1st July 2021, **379** employees have used the DSE training/assessment tool, **11** employees are yet to complete the assessment and **120** employees have not yet started.

We have also been promoting our new Employee Assistance Programme (Vivup) which includes free confidential counselling for all staff, as well as access to additional resources such as CBT guides. During Q1 2 employees accessed the CBT resources (-12 vs Q1), 3 employees had telephone assessments (+1), and 12 telephone counselling sessions took place (-4).

Report Author: Chloe Whitehead – HR Advisor

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Absence Analytics Q1 2021-22

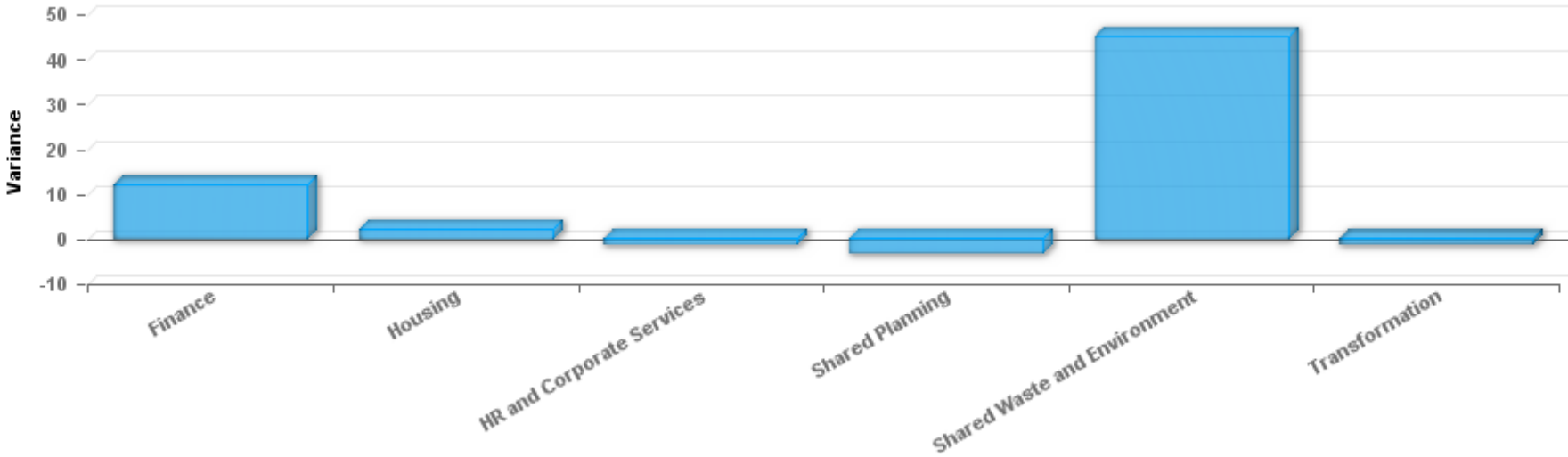


Absence by Organisation Structure

Org Structure	Employee Count Previous Qtr	Employee Count Current Qtr	Absence Instances in Previous Qtr	Absence Instances in Current Qtr	Emp Absence Count Previous Qtr	Emp Absence Count Current Qtr	Days Lost Previous Qtr	Days Lost Current Qtr	Ave Days Lost per Emp Previous Qtr	Ave Days Lost per Emp Current Qtr	Ave Days Lost Duration Previous Qtr	Ave Days Lost Duration Current Qtr	Days Available in Period per Emp Previous Qtr	Days Available in Period per Emp Current Qtr	% Days Lost of Availability Previous Qtr	% Days Lost of Availability Current Qtr	Days Lost Working Cost Previous Qtr	Days Lost Working Cost Current Qtr
Finance	79	80	6	18	6	15	17	57.5	0.2	0.7	2.8	3.8	4403.5	4440.8	0.39%	1.29%	£1,568.04	£6,568.54
Housing	123	124	27	29	20	22	186.5	192	1.5	1.5	9.3	8.7	6823.4	6796.9	2.73%	2.82%	£25,123.19	£21,183.59
HR and Corporate Services	31	30	5	4	5	3	8	7.5	0.3	0.3	1.6	2.5	1741.9	1546.2	0.46%	0.49%	£1,036.43	£900.13
Shared Planning	124	125	17	14	14	11	46	94.5	0.4	0.8	3.3	8.6	7034.0	6949.8	0.65%	1.36%	£5,981.53	£18,144.19
Shared Waste and Environment	220	227	71	116	52	70	355	794	1.6	3.5	6.8	11.3	13457.8	13203.7	2.64%	6.01%	£31,698.45	£69,020.44
Transformation	58	70	15	14	12	11	83	41	1.4	0.6	6.9	3.7	3433.0	3687.6	2.42%	1.11%	£8,435.03	£4,567.45
Total	635	656	141	195	64	132	695.5	1186.5	1.1	1.8	6.4	9.0	36893.5	36625.0	1.89%	3.24%	£73,842.67	£120,384.34

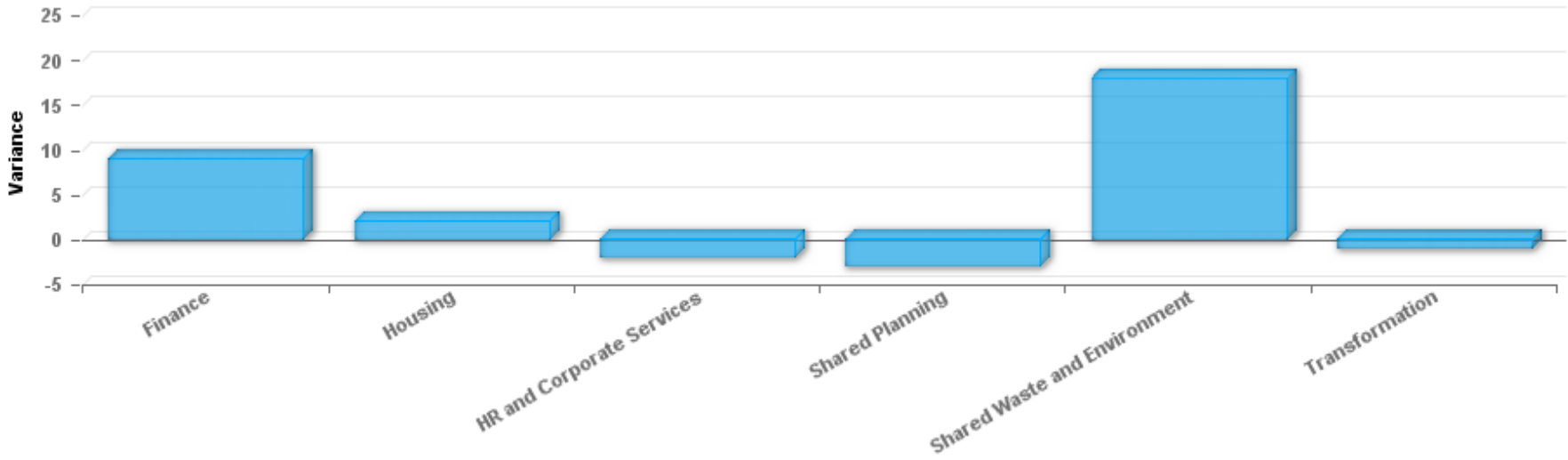
Absence Instances Current vs Previous Qtr

Org Structure	Absence Instances in Previous Qtr	Absence Instances in Current Qtr	Variance
Finance	6	18	12
Housing	27	29	2
HR and Corporate Services	5	4	-1
Shared Planning	17	14	-3
Shared Waste and Environment	71	116	45
Transformation	15	14	-1
Total	141	195	54



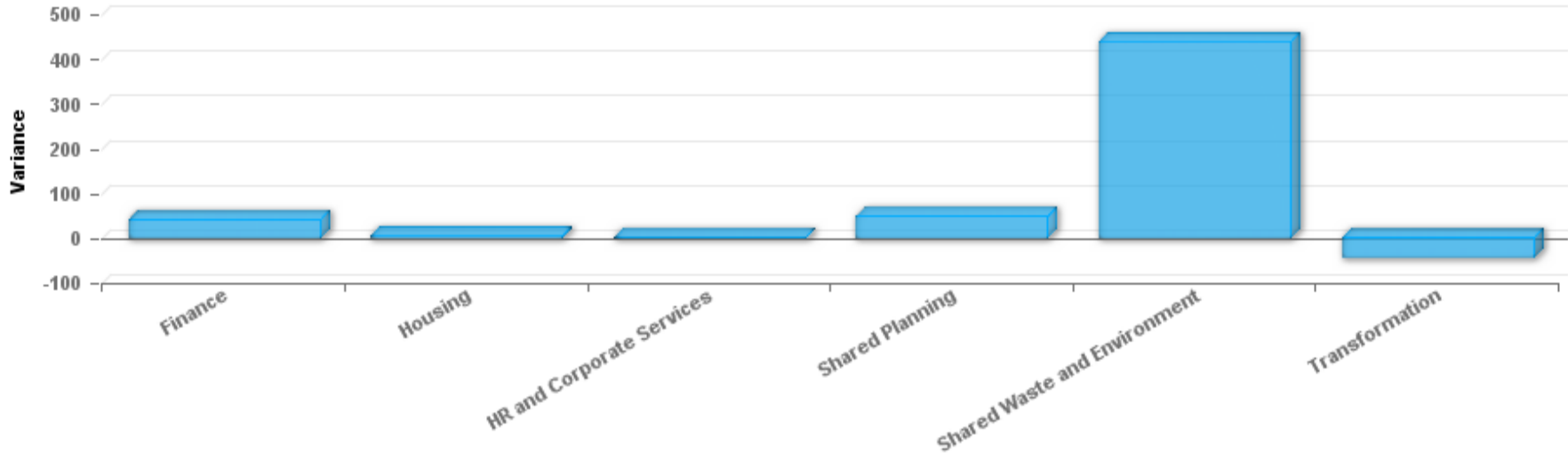
Number of Employee Absence Current vs Previous Qtr

Org Structure	Emp Absence Count Previous Qtr	Emp Absence Count Current Qtr	Variance
Finance	6	15	9
Housing	20	22	2
HR and Corporate Services	5	3	-2
Shared Planning	14	11	-3
Shared Waste and Environment	52	70	18
Transformation	12	11	-1
Total	109	132	23



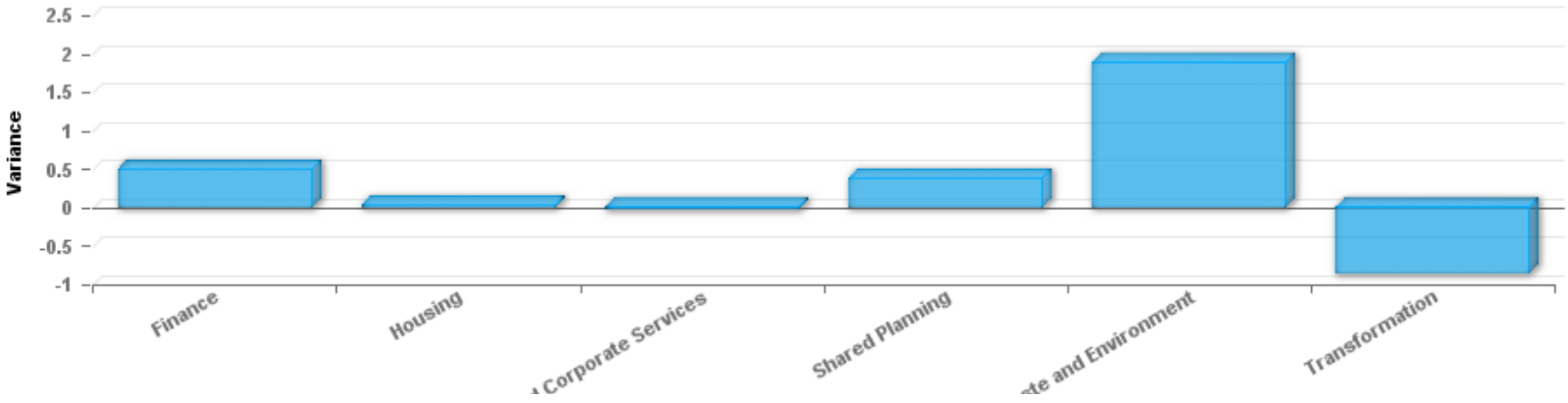
Days Lost Current vs Previous Qtr

Org Structure	Days Lost Previous Qtr	Days Lost Current Qtr	Variance
Finance	17	57.5	40.5
Housing	186.5	192	5.5
HR and Corporate Services	8	7.5	-0.5
Shared Planning	46	94.5	48.5
Shared Waste and Environment	355	794	439
Transformation	83	41	-42
Total	695.5	1186.5	491



Average Days Lost All Employees Current vs Previous Qtr

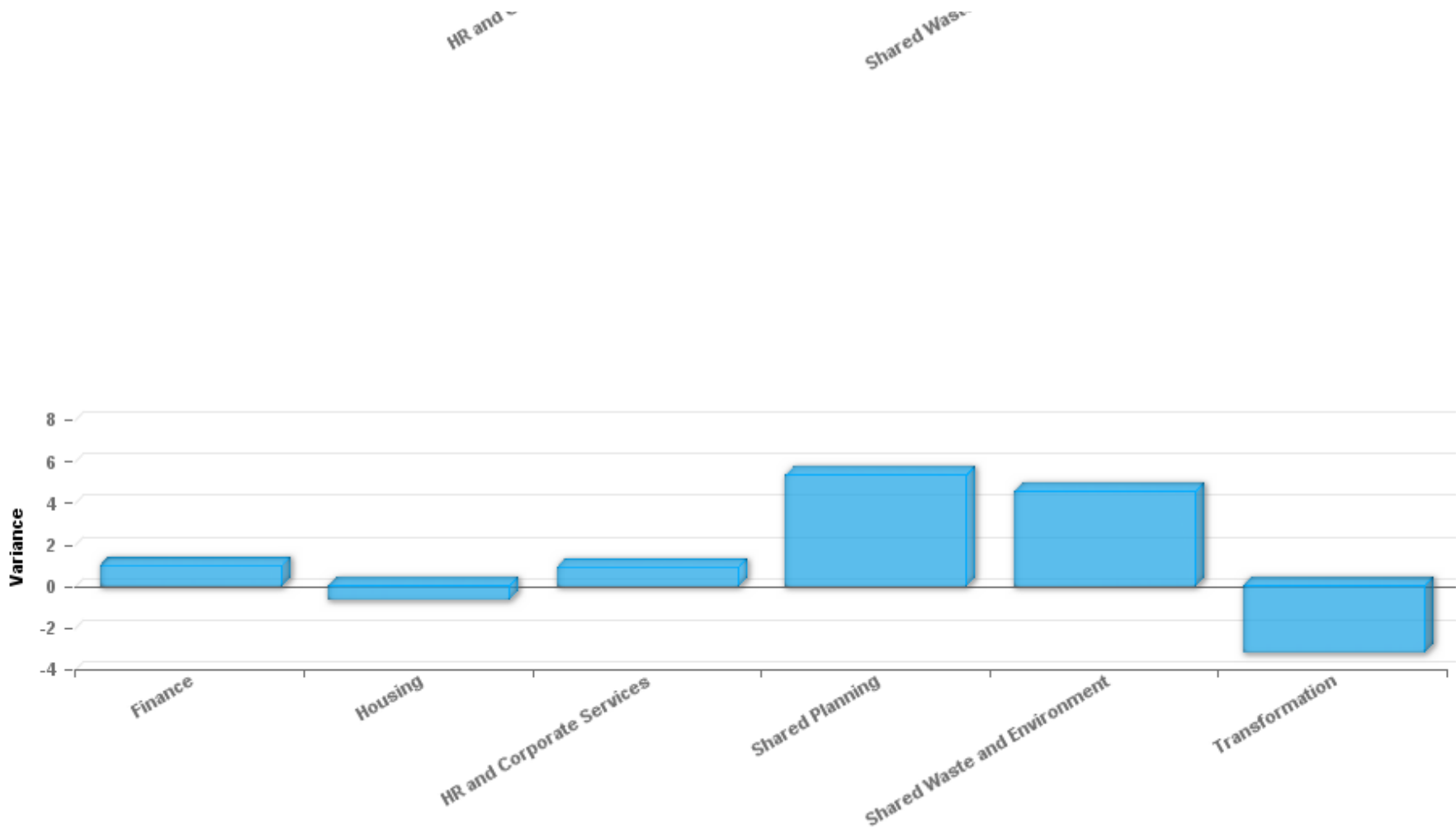
Org Structure	Ave Days Lost Duration Previous Qtr	Ave Days Lost Duration Current Qtr	Variance
Finance	0.22	0.72	0.50
Housing	1.52	1.55	0.03
HR and Corporate Services	0.26	0.25	-0.01
Shared Planning	0.37	0.76	0.39



Shared Waste and Environment	1.61	3.50	1.88
Transformation	1.43	0.59	-0.85
Total	1.10	1.81	0.71

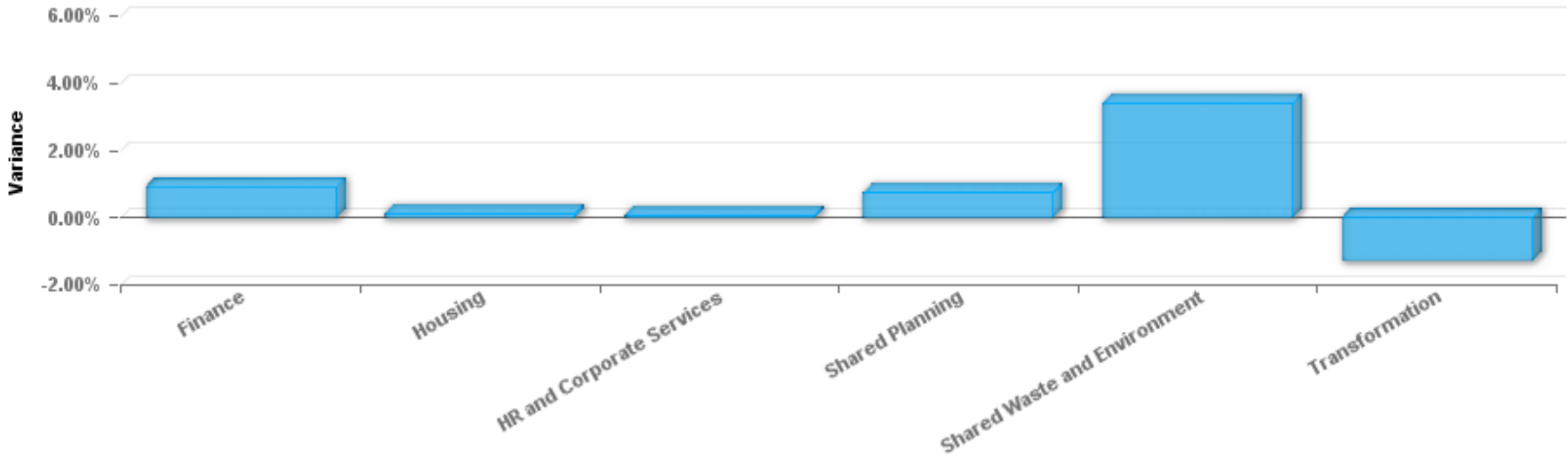
Average Days Lost Duration Current vs Previous Qtr

Org Structure	Ave Days Lost Duration Previous Qtr	Ave Days Lost Duration Current Qtr	Variance
Finance	2.83	3.83	1.00
Housing	9.33	8.73	-0.60
HR and Corporate Services	1.60	2.50	0.90
Shared Planning	3.29	8.59	5.31
Shared Waste and Environment	6.83	11.34	4.52
Transformation	6.92	3.73	-3.19
Total	6.38	8.99	2.61



% Availability Lost Current vs Previous Qtr

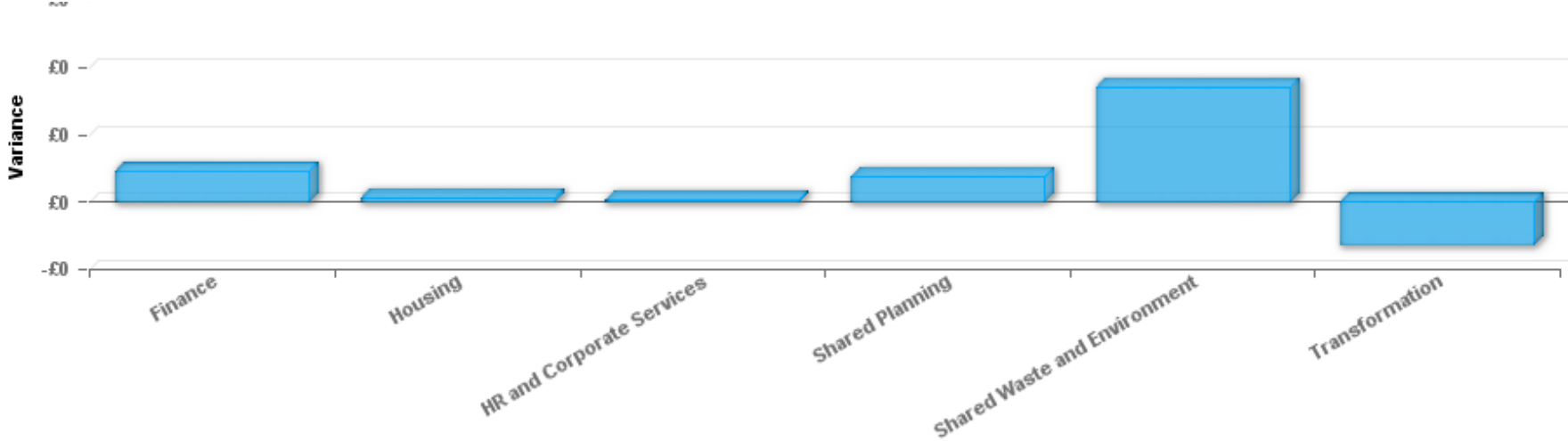
Org Structure	% Days Lost of Availability Previous Qtr	% Days Lost of Availability Current Qtr	Variance
Finance	0.39%	1.29%	0.91%
Housing	2.73%	2.82%	0.09%
HR and Corporate Services	0.46%	0.49%	0.03%
Shared Planning	0.65%	1.36%	0.71%
Shared Waste and Environment	2.64%	6.01%	3.38%
Transformation	2.42%	1.11%	-1.31%
Total	1.89%	3.24%	1.35%



Days Lost Working Cost Current vs Previous Qtr

£0 -

Org Structure	Days Lost Working Cost Previous Qtr	Days Lost Working Cost Current Qtr	Variance
Finance	£1,568.04	£6,568.54	£5,000.50
Housing	£25,123.19	£21,183.59	-£3,939.61
HR and Corporate Services	£1,036.43	£900.13	-£136.30
Shared Planning	£5,981.53	£18,144.19	£12,162.66
Shared Waste and Environment	£31,698.45	£69,020.44	£37,321.99
Transformation	£8,435.03	£4,567.45	-£3,867.57
Total	£73,842.67	£120,384.34	£46,541.68



Absence Analytics Q1 2021-22



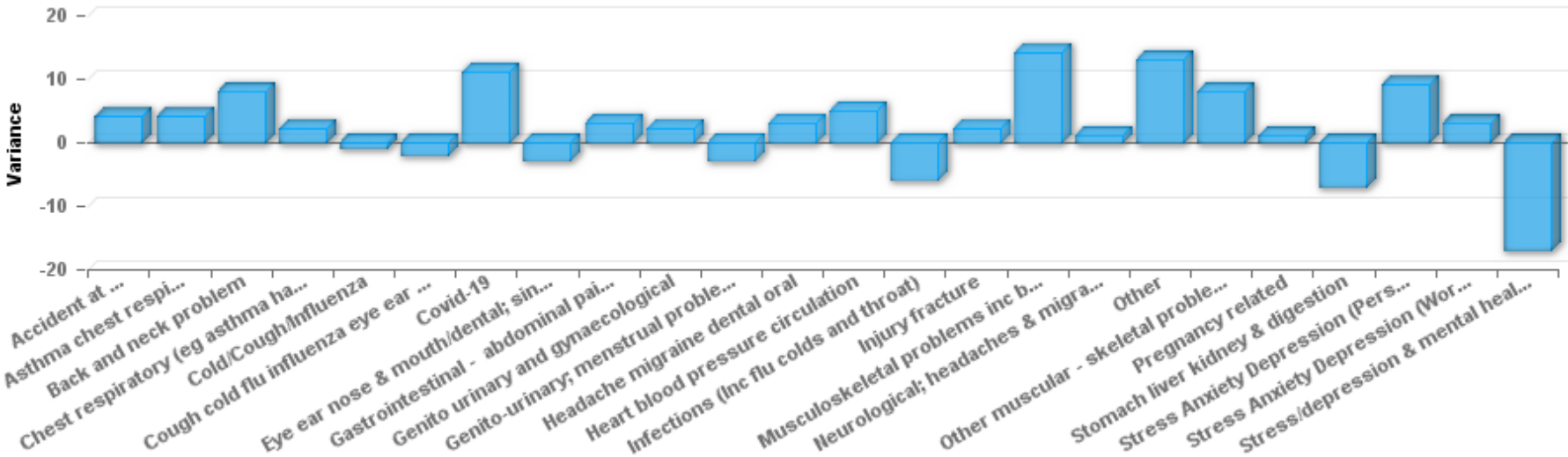
Absence by Reason

Reason	Employee Count Previous Qtr	Employee Count Current Qtr	Absence Instances in Previous Qtr	Absence Instances in Current Qtr	Emp Absence Count Previous Qtr	Emp Absence Count Current Qtr	Days Lost Previous Qtr	Days Lost Current Qtr	Ave Days Lost per Emp Previous Qtr	Ave Days Lost per Emp Current Qtr	Ave Days Lost Duration Previous Qtr	Ave Days Lost Duration Current Qtr	Days Available in Period per Emp Previous Qtr	Days Available in Period per Emp Current Qtr	% Days Lost of Availability Previous Qtr	% Days Lost of Availability Current Qtr	Days Lost Working Cost Previous Qtr	Days Lost Working Cost Current Qtr
Accident at Work	0	2		4	0	2		44		22		22		83		53.01%		£3,505.60
Asthma chest respiratory heart cardiac circulatory	0	3		4	0	3		28		9.33		9.33		66.6		42.04%		£2,676.22
Back and neck problem	4	9	4	12	4	9	9	77	2.25	8.56	2.25	8.56	83	230	10.84%	33.48%	£743.84	£6,437.54
Chest respiratory (eg asthma hayfever)	2	4	4	6	2	4	60	70	30	17.5	30	17.5	85	124	70.59%	56.45%	£4,937.47	£6,003.08
Cold/Cough/Influenza	1	0	1		1	0	2		2		2		22		9.09%		£367.56	
Cough cold flu influenza eye ear nose and throat problems (including infec	2	0	2		2	0	2		1		1		44		4.55%		£155.26	
Covid-19	8	19	8	19	8	19	11	24	1.38	1.26	1.38	1.26	176.00	369.03	6.25%	6.50%	£1,235.45	£2,764.24
Eye ear nose & mouth/dental; sinusitis	9	6	9	6	9	6	23	33.5	2.56	5.58	2.56	5.58	165.88	122.00	13.87%	27.46%	£2,403.25	£3,301.17
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	1	4	2	5	1	4	21	19	21.00	4.75	21.00	4.75	41.00	95.60	51.22%	19.87%	£1,554.00	£1,832.55
Genito urinary and gynaecological	1	2	1	3	1	2	10	39	10.00	19.50	10.00	19.50	22.00	62.00	45.45%	62.90%	£962.70	£3,788.03
Genito-urinary; menstrual problems	3	1	4	1	3	1	7	3	2.33	3.00	2.33	3.00	62.00	12.49	11.29%	24.03%	£951.40	£281.32
Headache migraine dental oral	1	4	1	4	1	4	1	8	1.00	2.00	1.00	2.00	22.00	65.10	4.55%	12.29%	£100.01	£815.12
Heart blood pressure circulation	1	4	2	7	1	4	28	89	28.00	22.25	28.00	22.25	42.00	144.00	66.67%	61.81%	£2,736.58	£8,834.46
Infections (Inc flu colds and throat)	21	17	24	18	21	17	63	69.5	3.00	4.09	3.00	4.09	481.02	346.86	13.10%	20.04%	£6,282.55	£14,490.06
Injury fracture	0	1		2	0	1		37		37		37		41		90.24%		£4,255.68
Musculoskeletal problems inc back and neck	1	8	1	15	1	8	3	211	3	26.38	3.00	26.38	22	290	13.64%	72.76%	£258.77	£20,372.36
Neurological; headaches & migraines	10	11	10	11	10	11	15.5	14.5	1.55	1.32	1.55	1.32	169.42	219.05	9.15%	6.62%	£1,671.18	£1,747.71
Other	9	22	12	25	9	22	59	57	6.56	2.59	6.56	2.59	177.65	497.41	33.21%	11.46%	£6,851.03	£5,865.56
Other muscular - skeletal problems	10	11	10	18	10	11	47	143.5	4.70	13.05	4.70	13.05	205.88	319.00	22.83%	44.98%	£4,234.52	£12,271.96
Pregnancy related	1	3	2	3	1	3	4	19	4.00	6.33	4.00	6.33	22.00	55.62	18.18%	34.16%	£385.08	£1,945.29

Stomach liver kidney & digestion	17	14	22	15	17	14	114	50	6.71	3.57	6.71	3.57	444.00	293.00	25.68%	17.06%	£11,372.83	£5,172.02
Stress Anxiety Depression (Personal)	1	6	1	10	1	6	7	84.5	7.00	14.08	7.00	14.08	22.00	156.80	31.82%	53.89%	£518.00	£7,051.15
Stress Anxiety Depression (Work)	1	1	1	1	1	1	11	6	11.00	6.00	11.00	6.00	22.00	21.00	50.00%	28.57%	£1,058.97	£577.62
Stress Anxiety Depression (Work and Personal)	2	3	2	5	2	3	19	59	9.50	19.67	9.50	19.67	44.00	102.00	43.18%	57.84%	£2,471.62	£6,211.83
Stress/depression & mental health	13	1	18	1	13	1	179	1	13.77	1.00	13.77	1.00	366.86	21.00	48.79%	4.76%	£22,590.61	£183.78
	631	643	0	0	0	0							34468.84	33293.68				
Total	750	799	141	195	70	156	695.5	1186.5	0.93	1.48	5.84	7.61	37210.55	37030.24	1.87%	3.20%	£73,842.67	£120,384.34

Absence Instances Current vs Previous Qtr

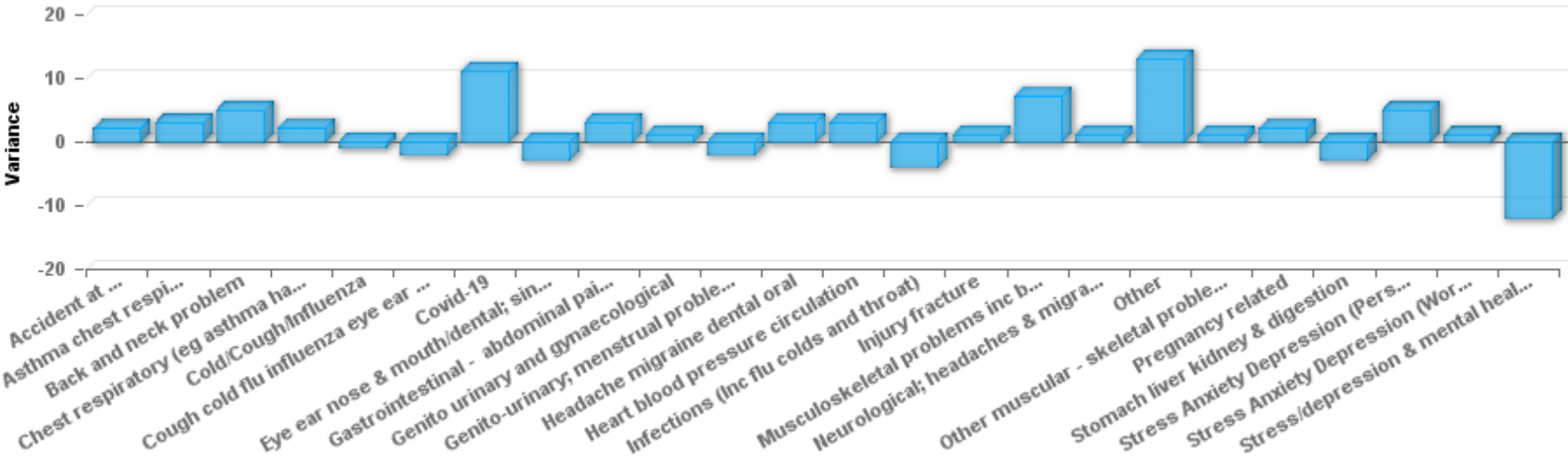
Reason	Absence Instances in Previous Qtr	Absence Instances in Current Qtr	Variance
Accident at Work		4	4
Asthma chest respiratory heart cardiac circulatory		4	4
Back and neck problem	4	12	8
Chest respiratory (eg asthma hayfever)	4	6	2
Cold/Cough/Influenza	1		-1
Cough cold flu influenza eye ear nose and throat problems (including infec	2		-2
Covid-19	8	19	11
Eye ear nose & mouth/dental; sinusitis	9	6	-3
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	2	5	3
Genito urinary and gynaecological	1	3	2
Genito-urinary; menstrual problems	4	1	-3
Headache migraine dental oral	1	4	3
Heart blood pressure circulation	2	7	5
Infections (Inc flu colds and throat)	24	18	-6
Injury fracture		2	2
Musculoskeletal problems inc back and neck	1	15	14
Neurological; headaches & migraines	10	11	1
Other	12	25	13
Other muscular - skeletal problems	10	18	8
Pregnancy related	2	3	1
Stomach liver kidney & digestion	22	15	-7
Stress Anxiety Depression (Personal)	1	10	9
Stress Anxiety Depression (Work)	1	1	0
Stress Anxiety Depression (Work and Personal)	2	5	3
Stress/depression & mental health	18	1	-17



	0	0	0
Total	141	195	54

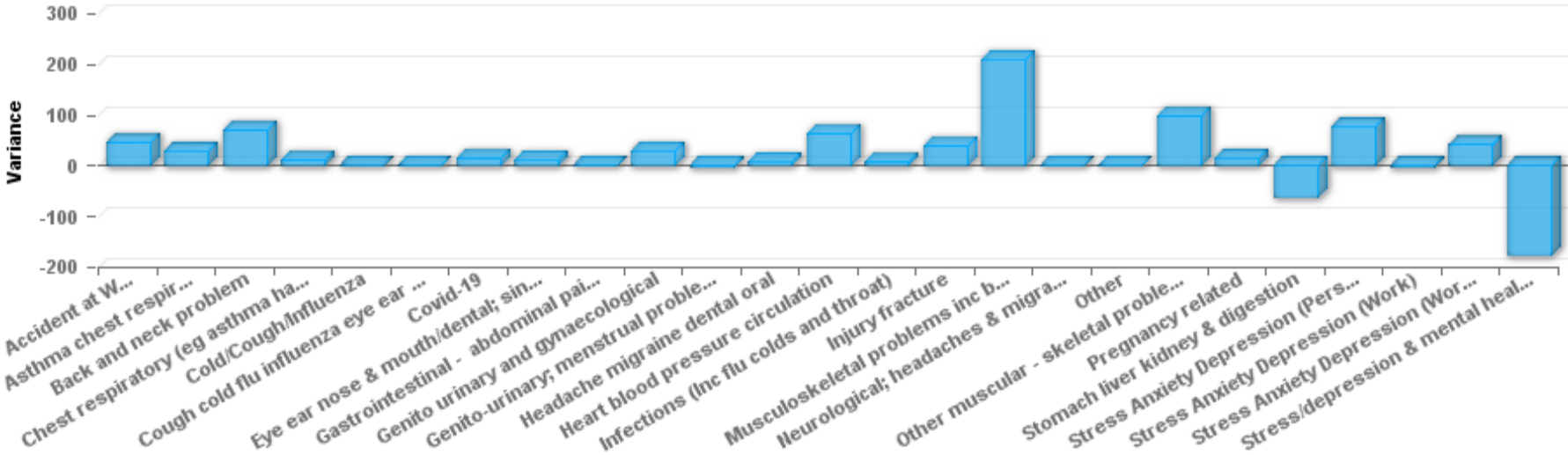
Number of Employee Absence Current vs Previous Qtr

Reason	Emp Absence Count Previous Qtr	Emp Absence Count Current Qtr	Variance
Accident at Work	0	2	2
Asthma chest respiratory heart cardiac circulatory	0	3	3
Back and neck problem	4	9	5
Chest respiratory (eg asthma hayfever)	2	4	2
Cold/Cough/Influenza	1	0	-1
Cough cold flu influenza eye ear nose and throat problems (including infec	2	0	-2
Covid-19	8	19	11
Eye ear nose & mouth/dental; sinusitis	9	6	-3
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	1	4	3
Genito urinary and gynaecological	1	2	1
Genito-urinary; menstrual problems	3	1	-2
Headache migraine dental oral	1	4	3
Heart blood pressure circulation	1	4	3
Infections (Inc flu colds and throat)	21	17	-4
Injury fracture	0	1	1
Musculoskeletal problems inc back and neck	1	8	7
Neurological; headaches & migraines	10	11	1
Other	9	22	13
Other muscular - skeletal problems	10	11	1
Pregnancy related	1	3	2
Stomach liver kidney & digestion	17	14	-3
Stress Anxiety Depression (Personal)	1	6	5
Stress Anxiety Depression (Work)	1	1	0
Stress Anxiety Depression (Work and Personal)	2	3	1
Stress/depression & mental health	13	1	-12
	0	0	0
Total	119	156	37



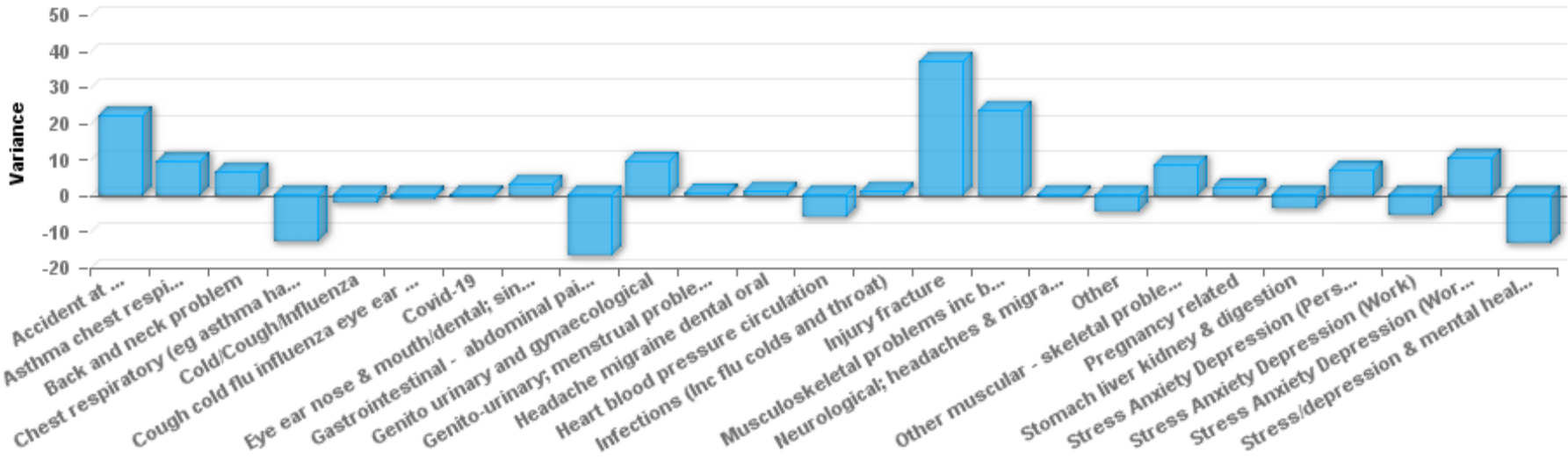
Days Lost Current vs Previous Qtr

Reason	Days Lost Previous Qtr	Days Lost Current Qtr	Variance
Accident at Work		44	44
Asthma chest respiratory heart cardiac circulatory		28	28
Back and neck problem	9	77	68
Chest respiratory (eg asthma hayfever)	60	70	10
Cold/Cough/Influenza	2		-2
Cough cold flu influenza eye ear nose and throat problems (including infec	2		-2
Covid-19	11	24	13
Eye ear nose & mouth/dental; sinusitis	23	33.5	10.5
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	21	19	-2
Genito urinary and gynaecological	10	39	29
Genito-urinary; menstrual problems	7	3	-4
Headache migraine dental oral	1	8	7
Heart blood pressure circulation	28	89	61
Infections (Inc flu colds and throat)	63	69.5	6.5
Injury fracture		37	37
Musculoskeletal problems inc back and neck	3	211	208
Neurological; headaches & migraines	15.5	14.5	-1
Other	59	57	-2
Other muscular - skeletal problems	47	143.5	96.5
Pregnancy related	4	19	15
Stomach liver kidney & digestion	114	50	-64
Stress Anxiety Depression (Personal)	7	84.5	77.5
Stress Anxiety Depression (Work)	11	6	-5
Stress Anxiety Depression (Work and Personal)	19	59	40
Stress/depression & mental health	179	1	-178
Total	695.5	1186.5	491



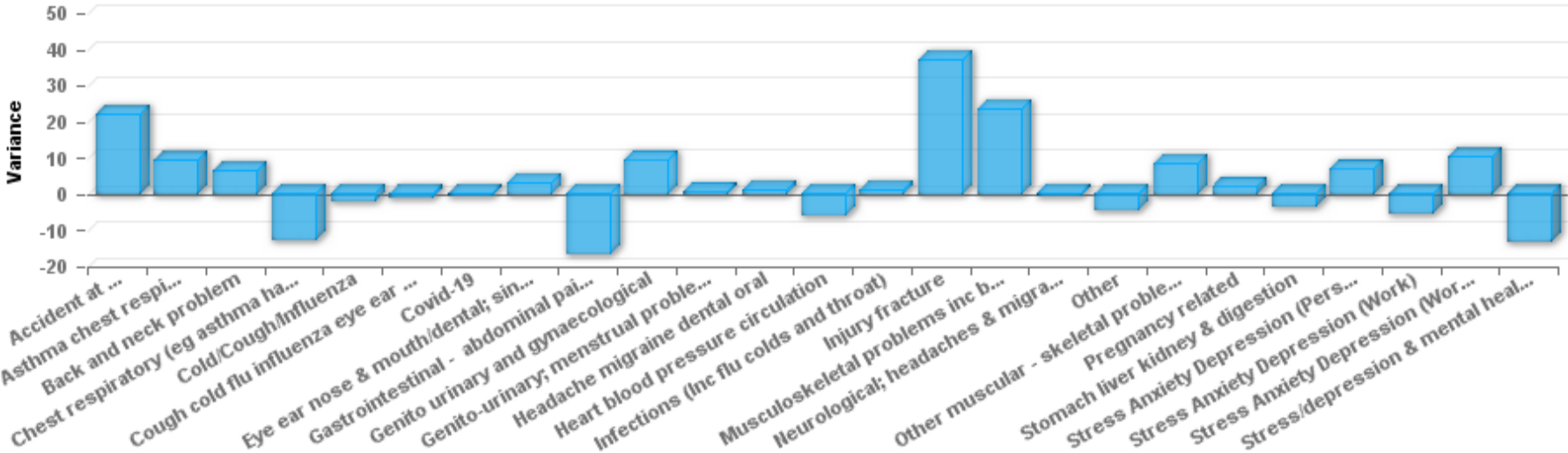
Average Days Lost All Employees Current vs Previous Qtr

Reason	Ave Days Lost Duration Previous Qtr	Ave Days Lost Duration Current Qtr	Variance
Accident at Work		22.00	22.00
Asthma chest respiratory heart cardiac circulatory		9.33	9.33
Back and neck problem	2.25	8.56	6.31
Chest respiratory (eg asthma hayfever)	30	17.5	-12.5
Cold/Cough/Influenza	2		-2
Cough cold flu influenza eye ear nose and throat problems (including infec	1		-1
Covid-19	1.38	1.26	-0.11
Eye ear nose & mouth/dental; sinusitis	2.56	5.58	3.03
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	21	4.75	-16.25
Genito urinary and gynaecological	10	19.5	9.5
Genito-urinary; menstrual problems	2.33	3.00	0.67
Headache migraine dental oral	1	2	1
Heart blood pressure circulation	28	22.25	-5.75
Infections (Inc flu colds and throat)	3	4.09	1.09
Injury fracture		37.00	37.00
Musculoskeletal problems inc back and neck	3	26.38	23.38
Neurological; headaches & migraines	1.55	1.32	-0.23
Other	6.56	2.59	-3.96
Other muscular - skeletal problems	4.70	13.05	8.35
Pregnancy related	4.00	6.33	2.33
Stomach liver kidney & digestion	6.71	3.57	-3.13
Stress Anxiety Depression (Personal)	7.00	14.08	7.08
Stress Anxiety Depression (Work)	11.00	6.00	-5.00
Stress Anxiety Depression (Work and Personal)	9.50	19.67	10.17
Stress/depression & mental health	13.77	1.00	-12.77
Total	0.93	1.48	0.56



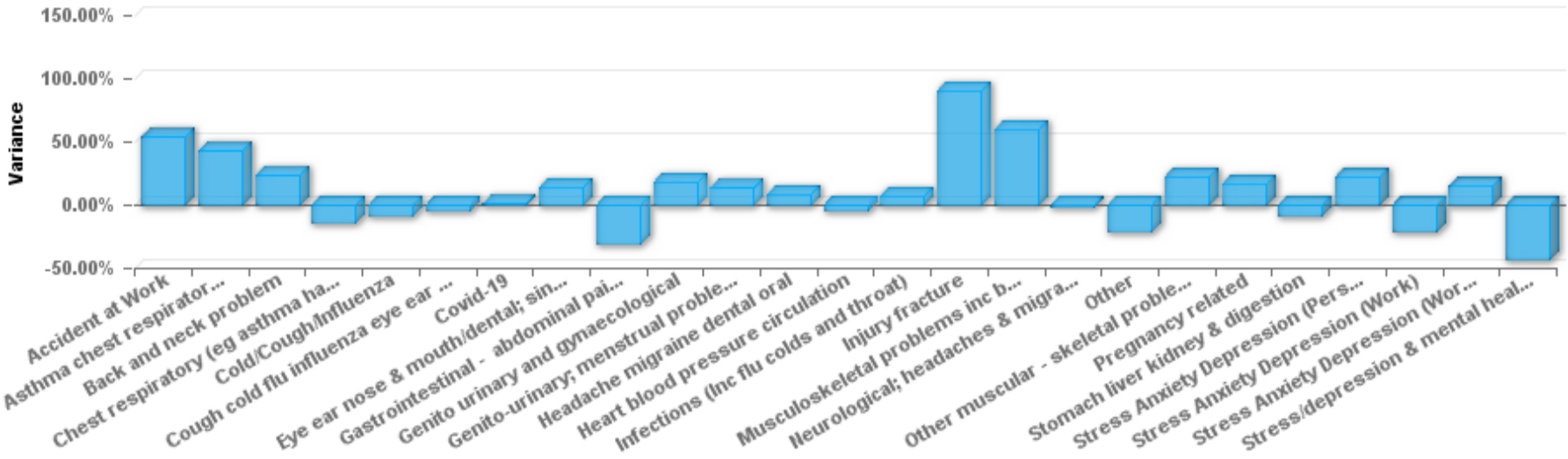
Average Days Lost Duration Current vs Previous Qtr

Reason	Ave Days Lost Duration Previous Qtr	Ave Days Lost Duration Current Qtr	Variance
Accident at Work		22	22
Asthma chest respiratory heart cardiac circulatory		9.33	9.33
Back and neck problem	2.25	8.56	6.31
Chest respiratory (eg asthma hayfever)	30	17.5	-12.5
Cold/Cough/Influenza	2		-2
Cough cold flu influenza eye ear nose and throat problems (including infec	1		-1
Covid-19	1.38	1.26	-0.11
Eye ear nose & mouth/dental; sinusitis	2.56	5.58	3.03
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	21.00	4.75	-16.25
Genito urinary and gynaecological	10.00	19.50	9.50
Genito-urinary; menstrual problems	2.33	3.00	0.67
Headache migraine dental oral	1.00	2.00	1.00
Heart blood pressure circulation	28.00	22.25	-5.75
Infections (Inc flu colds and throat)	3.00	4.09	1.09
Injury fracture		37	37
Musculoskeletal problems inc back and neck	3.00	26.38	23.38
Neurological; headaches & migraines	1.55	1.32	-0.23
Other	6.56	2.59	-3.96
Other muscular - skeletal problems	4.70	13.05	8.35
Pregnancy related	4.00	6.33	2.33
Stomach liver kidney & digestion	6.71	3.57	-3.13
Stress Anxiety Depression (Personal)	7.00	14.08	7.08
Stress Anxiety Depression (Work)	11.00	6.00	-5.00
Stress Anxiety Depression (Work and Personal)	9.50	19.67	10.17
Stress/depression & mental health	13.77	1.00	-12.77
Total	5.84	7.61	1.76



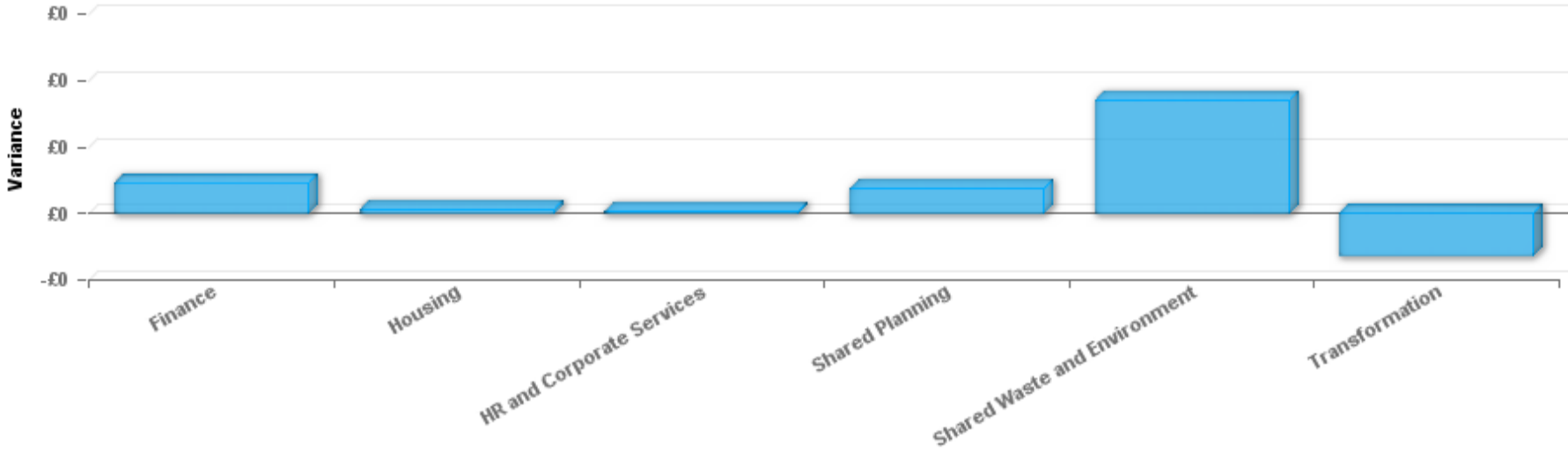
% Availability Lost Current vs Previous Qtr

Reason	% Days Lost of Availability Previous Qtr	% Days Lost of Availability Current Qtr	Variance
Accident at Work		53.01%	53.01%
Asthma chest respiratory heart cardiac circulatory		42.04%	42.04%
Back and neck problem	10.84%	33.48%	22.63%
Chest respiratory (eg asthma hayfever)	70.59%	56.45%	-14.14%
Cold/Cough/Influenza	9.09%		-9.09%
Cough cold flu influenza eye ear nose and throat problems (including infec	4.55%		-4.55%
Covid-19	6.25%	6.50%	0.25%
Eye ear nose & mouth/dental; sinusitis	13.87%	27.46%	13.59%
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	51.22%	19.87%	-31.35%
Genito urinary and gynaecological	45.45%	62.90%	17.45%
Genito-urinary; menstrual problems	11.29%	24.03%	12.74%
Headache migraine dental oral	4.55%	12.29%	7.74%
Heart blood pressure circulation	66.67%	61.81%	-4.86%
Infections (Inc flu colds and throat)	13.10%	20.04%	6.94%
Injury fracture		90.24%	90.24%
Musculoskeletal problems inc back and neck	13.64%	72.76%	59.12%
Neurological; headaches & migraines	9.15%	6.62%	-2.53%
Other	33.21%	11.46%	-21.75%
Other muscular - skeletal problems	22.83%	44.98%	22.16%
Pregnancy related	18.18%	34.16%	15.98%
Stomach liver kidney & digestion	25.68%	17.06%	-8.61%
Stress Anxiety Depression (Personal)	31.82%	53.89%	22.07%
Stress Anxiety Depression (Work)	50.00%	28.57%	-21.43%
Stress Anxiety Depression (Work and Personal)	43.18%	57.84%	14.66%
Stress/depression & mental health	48.79%	4.76%	-44.03%
Total	1.87%	3.20%	1.34%



Days Lost Working Cost Current vs Previous Qtr

Org Structure	Days Lost Working Cost Previous Qtr	Days Lost Working Cost Current Qtr	Variance
Executive			
Finance	£1,568.04	£6,568.54	£5,000.50
Housing	£25,123.19	£21,183.59	-£3,939.61
HR and Corporate Services	£1,036.43	£900.13	-£136.30
Shared Planning	£5,981.53	£18,144.19	£12,162.66
Shared Waste and Environment	£31,698.45	£69,020.44	£37,321.99
Transformation	£8,435.03	£4,567.45	-£3,867.57
Total	£73,842.67	£120,384.34	£46,541.68



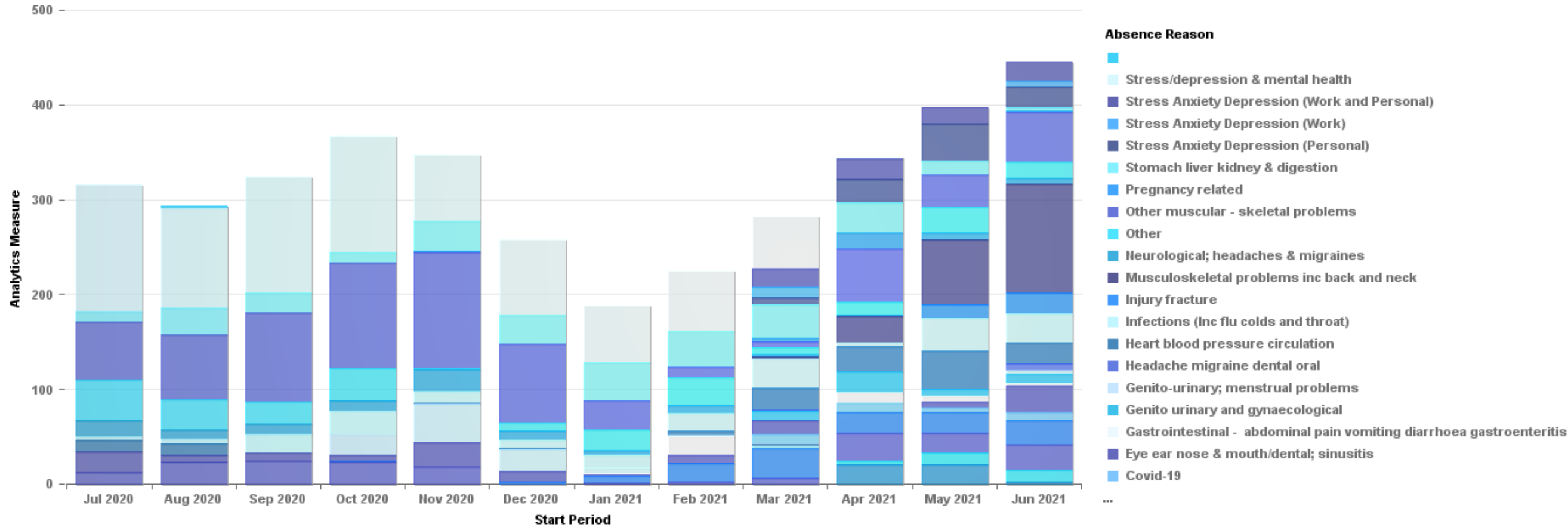
Absence Analytics Q1 2021-22

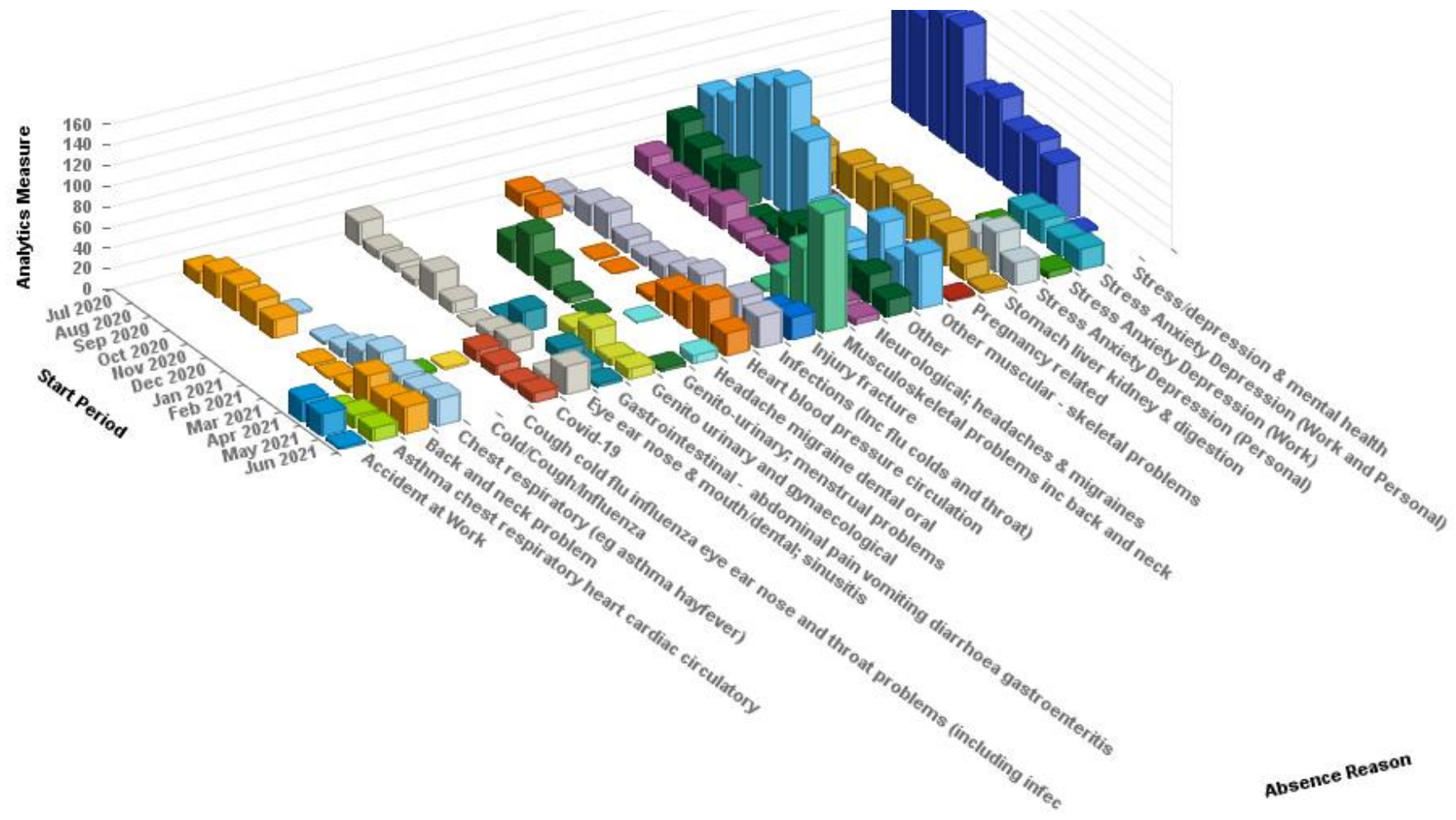


Absence Analytics Trending by Reason - Days Lost

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Total
Accident at Work										21	21	2	44
Asthma chest respiratory heart cardiac circulatory										3	12	13	28
Back and neck problem	12	23	25	23	18		1	2	6	30	21	26	187
Chest respiratory (eg asthma hayfever)				2		3	8	20	32	22	22	26	135
Cold/Cough/Influenza									2				2
Cough cold flu influenza eye ear nose and throat problems (including infec									2				2
Covid-19									11	10	5	9	35
Eye ear nose & mouth/dental; sinusitis	22	8	8	6	26	11	1	8	14		6	27.5	137.5
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis							1	20		10	6	3	40
Genito urinary and gynaecological									10	22	7	10	49
Genito-urinary; menstrual problems				21	40	23	6	1				3	94
Headache migraine dental oral									1			8	9
Heart blood pressure circulation	13	12			1	0.5		5	23	27	40	22	143.5
Infections (Inc flu colds and throat)	3	5	20	25	13	9	13	19	31	4	35	30.5	207.5
Injury fracture											15	22	37
Musculoskeletal problems inc back and neck									3	28	68	115	214
Neurological; headaches & migraines	17	10	11	11	23	10	5.5	8	2	1.5	7	6	112
Other	43	31	23	34	1	8	22	30	7	13	27.5	16.5	256
Other muscular - skeletal problems	61	69	94	111	123	83	30	11	6	57	34	52.5	731.5
Pregnancy related					1				4	17		2	24
Stomach liver kidney & digestion	11	28	21	12	32	31	41	37	36	32	15	3	299
Stress Anxiety Depression (Personal)									7	24	38.5	22	91.5
Stress Anxiety Depression (Work)									11			6	17

Stress Anxiety Depression (Work and Personal)										19	22	17	20	78
Stress/depression & mental health	134	105	122	122	69	79	60	64	55	1				811
		2												2
Total	316	293	324	367	347	257.5	188.5	225	282	344.5	397	445		





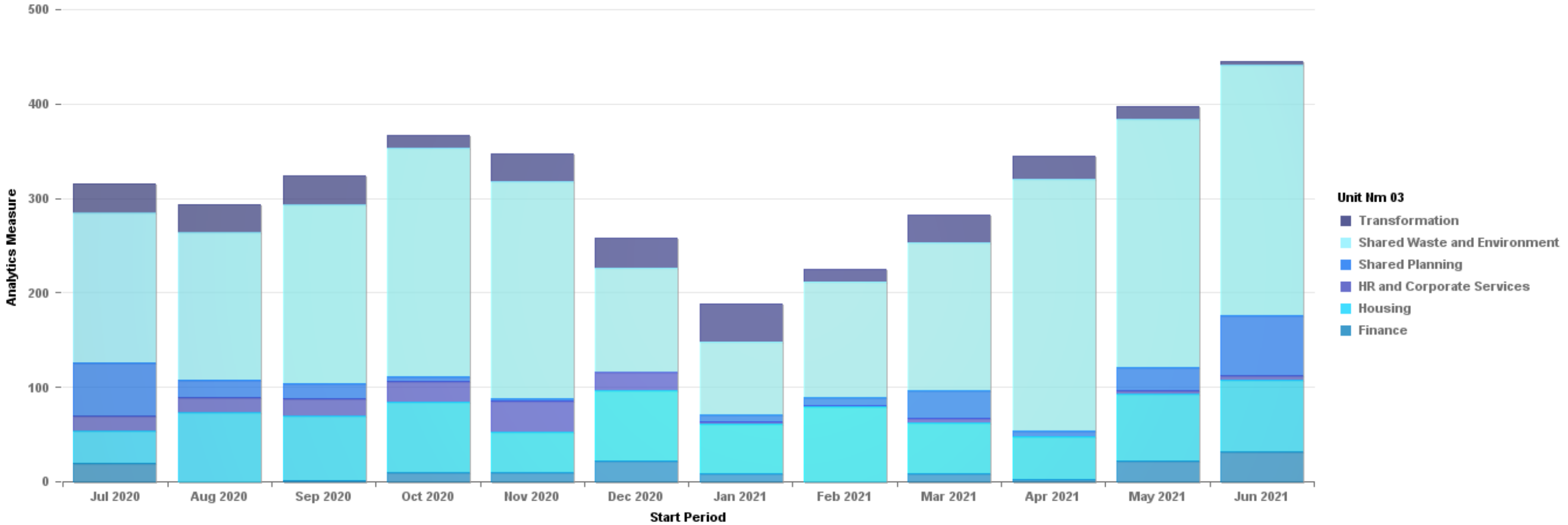
Absence Reason

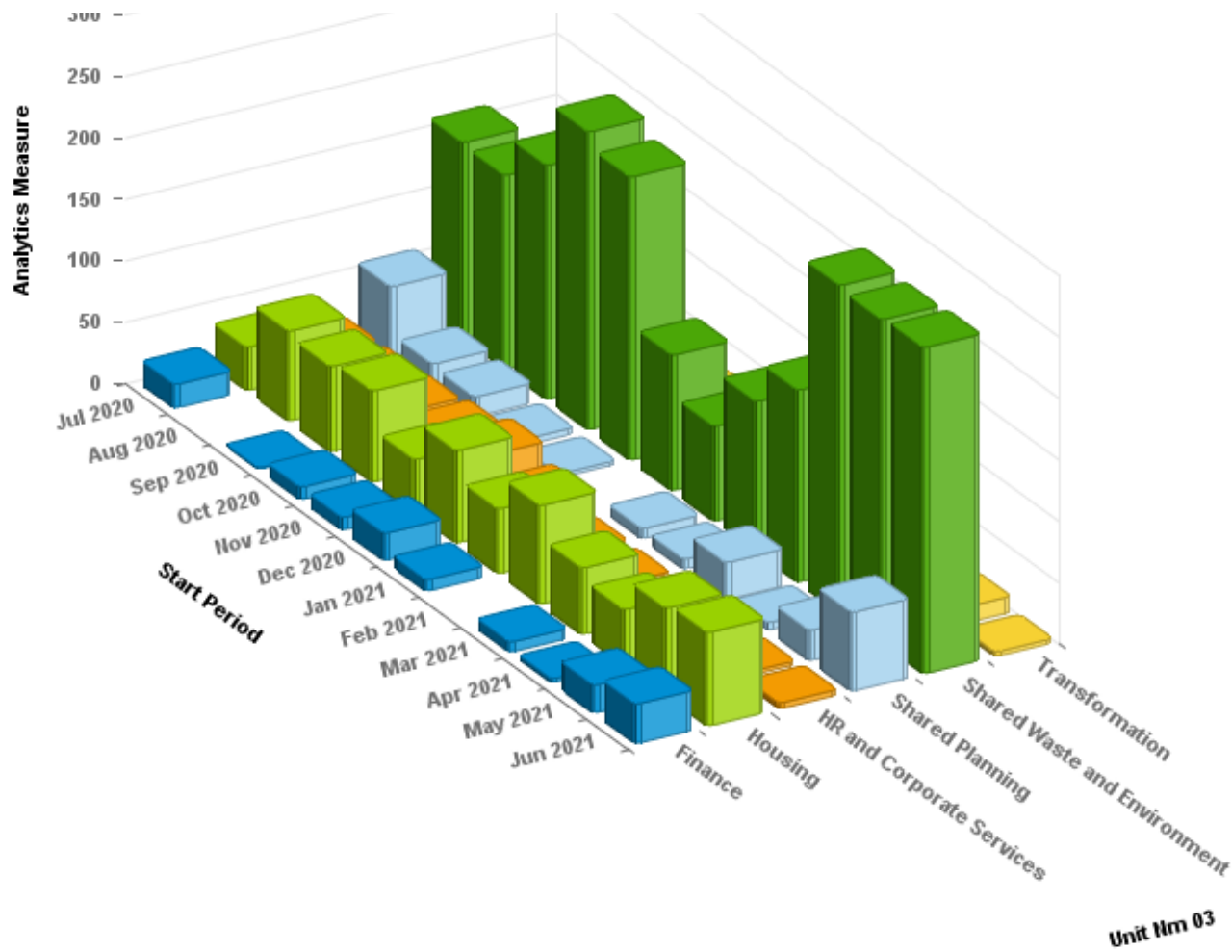
Absence Analytics Q1 2021-22



Absence Analytics Trending by Structure - Days Lost

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Total
Finance	19		1	10	10	22	9		8	3	22.5	32	136.5
Housing	35	73	69	74	43	75	52.5	80	54	45	71	76	747.5
HR and Corporate Services	16	16	18	22	32	19.5	2	1	5		3	4.5	139
Shared Planning	56	18	16	5	3		8	8	30	6	24.5	64	238.5
Shared Waste and Environment	159	157	190	242	230	110	77	122	156	266	263	265	2237
Transformation	31	29	30	14	29	31	40	14	29	24.5	13	3.5	288
Total	316	293	324	367	347	257.5	188.5	225	282	344.5	397	445	





Trend information for BVPI 12 – day's sickness per FTE (2021/22)

Quarter	Q1	Q2	Q3	Q4
BVPI 12 figure	2.03			
Cumulative				
BVPI 12 figure last year	1.27	2.02	2.2	1.04

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	6.53	
FTE at year end	388.87	493.85	517.29	553.34	602.13	



Absence Analytics June 2021

Glossary

This page describes the objects used in the Absence Analytics Pack, and contains a link allowing you to raise a support case

Object	Description
Employee Count	Number of People working in the organisation at any point in each period
Absence Instances	Number of Absence Instances at any point in each period
Days / Hours Lost	Total number of Days /Hours Lost, directly from the iTrent Absence Calculation
Short / Long Term	The above, Days or Hours Lost, split into ST / LT based on the number of days absent for each Absence ID
Ave Days Lost per Emp	Number of Days Lost per person
Days Available in Period	Assumed number of working days in each period, multiplied by each employees FTE to give an approximate number of available days
% Days Lost of Availability	Days Lost as a percentage of the assumed available days
Days Lost Working Cost	Daily salary cost of each absent employee, based on Scalepoint Value / Rate of Pay at the time of absence.
Average Duration of Absence	Average number of days lost for each absent employee
Length of Service (LOS) band	5 year grouping, based on Organisation Start Date
Bradford Factor	Means of measuring absenteeism
EMAIL SUPPORT	Log Support Case