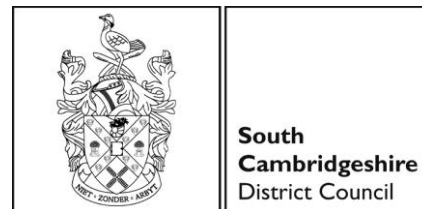


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Wednesday 31 August 2022

To: Chair – Councillor William Jackson-Wood  
Vice-Chair – Councillor Sally Ann Hart  
Members of the Employment and Staffing Committee – Councillors  
Anna Bradnam, Sunita Hansraj, Mark Howell, Richard Stobart and  
John Williams

Quorum: 3

Substitutes: Councillors Heather Williams, Sue Ellington, Graham Cone, Bunty Waters,  
Dr. Shrobona Bhattacharya, Peter Fane, Ariel Cahn and  
Dr. Aidan Van de Weyer

Dear Councillor

You are invited to attend the next meeting of **Employment and Staffing Committee**, which will be held in at South Cambridgeshire Hall on **Thursday, 8 September 2022 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.

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<b>Agenda</b>		<b>Pages</b>
<b>1. Apologies for Absence</b> To receive Apologies for Absence from Committee members.		
<b>2. Declarations of Interest</b>		
<b>3. Minutes of Previous Meeting</b>		<b>1 - 2</b>
<b>4. Retention and Turnover Report: Quarter 1 (Q1) 1st April 2022 - 30th June 2022</b>		<b>3 - 16</b>

## **Declarations of interest**

### **Disclosable pecuniary interests**

A “disclosable pecuniary interest” is an interest of you or your partner (which means spouse or civil partner, a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners) which falls within the categories in [Table 1 of the code of conduct, which is set out in Part 5 of the Constitution](#). Where a committee member or their partner has any kind of beneficial interest in the land under consideration at the meeting, this would be a disclosable pecuniary interest.

Where a matter arises at a meeting which directly relates to one of your disclosable pecuniary interests you must:

- disclose the interest;
- not participate in any discussion or vote on the matter; and
- must not remain in the room unless you have been granted a dispensation.

If it is a ‘sensitive interest’, you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.

It is a criminal offence to:

- fail to notify the monitoring officer of any disclosable pecuniary interest within 28 days of election
- fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register
- fail to notify the Monitoring Officer within 28 days of a disclosable pecuniary interest that is not on the register that you have disclosed to a meeting
- participate in any discussion or vote on a matter in which you have a disclosable pecuniary interest
- knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a disclosable pecuniary interest or in disclosing such interest to a meeting.

### **Other registerable interests**

These are categories of interest which apply to the Councillor only (not to their partner) and which should be registered. Categories are listed in [Table 2 of the code of conduct, which is set out in Part 5 of the Constitution](#). Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your Other Registerable Interests, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter; and must not remain in the room unless you have been granted a dispensation.

If it is a ‘sensitive interest’, you do not have to disclose the nature of the interest.

### **Disclosure of non-registerable interests**

Where a matter arises at a meeting which directly relates to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a ‘sensitive interest’, you do not have to disclose the nature of the interest.

Where a matter arises at a meeting which affects – a. your own financial interest or well-being; b. a financial interest or well-being of a relative or close associate; or c. a financial interest or well-being of a body included under Other Registerable Interests as set out in Table 2 you must disclose the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test

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should be applied. Where a matter (referred to in the paragraph above) affects the financial interest or well-being: a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and; b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest, you may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

[Where you have an Other Registerable Interest or Non-Registerable Interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it]

## **Guidance For Visitors to South Cambridgeshire Hall**

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

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

#### **Security**

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

Public seating in meeting rooms is limited. For further details contact Democratic Services on 03450 450 500 or e-mail [democratic.services@scamb.gov.uk](mailto:democratic.services@scamb.gov.uk)

#### **Emergency and Evacuation**

In the event of a fire, a continuous alarm will sound. Leave the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the assembly point at the far side of the staff car park opposite the staff entrance

- **Do not** use the lifts to leave the building. If you are unable to use stairs by yourself, the emergency staircase landings have fire refuge areas, which give protection for a minimum of 1.5 hours. Press the alarm button and wait for help from Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

#### **First Aid**

If you feel unwell or need first aid, please alert a member of staff.

#### **Access for People with Disabilities**

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

#### **Toilets**

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

#### **Recording of Business and Use of Mobile Phones**

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

#### **Banners, Placards and similar items**

You are not allowed to bring into, or display at, any public meeting any banner, placard, poster or other

similar item. Failure to do so, will result in the Chairman suspending the meeting until such items are removed.

**Disturbance by Public**

If a member of the public interrupts proceedings at a meeting, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared. The meeting will be suspended until order has been restored.

**Smoking**

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

**Food and Drink**

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

# Agenda Item 3

## South Cambridgeshire District Council

Minutes of a meeting of the Employment and Staffing Committee held on  
Thursday, 9 June 2022 at 10.00 a.m.

PRESENT: Councillor William Jackson-Wood – Chair  
Councillor Sally Ann Hart – Vice-Chair

Councillors: Anna Bradnam  
Mark Howell  
John Williams

Sunita Hansraj  
Richard Stobart

Officers: Clare Lomer-Hill  
Jeff Membery  
Donya Taylor  
Lindsey Smith  
Laurence Damary-Homan

HR Advisor  
Head of Transformation, HR and Corporate  
Services  
HR Advisor  
HR Business Partner  
Democratic Services Officer

### 1. Apologies for Absence

There were no Apologies for Absence.

### 2. Declarations of Interest

There were no Declarations of Interest.

### 3. Minutes of Previous Meeting

By affirmation, the Committee authorised the Chair to sign the Minutes of the meeting held on Friday 14 January 2022 as a correct record.

### 4. Retention and Turnover Report: Quarter 3 (Q3) and Quarter 4 (Q4) 1st January 2022 - 31st March 2022

The HR Advisor, Donya Taylor, presented the report. Apprenticeships were discussed by the Committee, with officers providing context on the challenges and successes of apprenticeships at the Council, and an overview of the range of apprenticeships was given. It was noted that the apprenticeship strategy was being finalised and there would be many opportunities for Member engagement in the process of developing and introducing the strategy. The Committee also discussed the impact of agency and casual worker bank staff.

Members sought clarity on the reasons for using various baseline figures and it was agreed that an ongoing footnote explaining the use of baseline figures would be included in future reports for reasons of clarity and traceability. Retention was explored, and the Committee agreed that a breakdown of length of service across the organisation should be added to the report, with further breakdowns into service area to be provided in the future if required. It was noted that some data, particularly parts of the information from

exit interviews, would not be provided for reasons of confidentiality. The Head of Transformation, HR and Corporate Services offered an overview of the retention strategy and informed the Committee that where specific points were raised, or patterns were identified, action was taken to resolve any issues.

The Committee **noted** the report

## 5. **Q3 & Q4 Sickness Absence Report**

The HR Advisor, Donya Taylor, presented the report. The HR Advisor, Clare Lomer Hill, informed the Committee of a mistake in paragraph 10, where Headaches and Migraines were described as having seen a “decrease of 70.5 days” which should have read “an increase of 70.5 days”, and also explained that the reporting of Covid-19 absence statistics would be changing in future reports.

The Committee discussed other forms of absence outside of sickness and the different parts of the leave policy in place. Officers informed Members of the support available to staff for non-sickness related issues and highlighted the importance of the Management Development Programme and the ability of managers to recognise issues arising for their staff. The changes in the levels of mental health related absences and the impact of management training courses were explored by the Committee.

Members requested that comparative data be provided for sick days per FTE in order to allow the Committee to better understand if trends are in line with wider context or specific to the organisation.

The Committee **noted** the report.

## 6. **Disability Confident Task and Finish Group Report**

The HR Business Partner presented the report. Members discussed what had been said at the previous meeting when the Update on the Disability Confident Task and Finish Group was presented. The Committee agreed that consolidation of Level 2 should be undertaken before work towards Level 3 was undertaken. The Head of HR, Transformation and Corporate Services stated that the Task and Finish Group had given clear steer to HR on how to proceed with the work around the Disability Confident scheme.

Councillor Anna Bradnam, seconded by Councillor Mark Howell, proposed that the Group be thanked for the work it had done and be closed whilst HR undertook work to consolidate Level 2. It was requested that a report be presented to the Committee in 6 months' time, and when the time came to start work towards Level 3, the Committee would be given the opportunity to decide if the Task and Finish Group should be reinstated. The Committee **recommended** Councillor Bradnam's proposal by affirmation.

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**The Meeting ended at 11:35**

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# Agenda Item 4



**South  
Cambridgeshire**  
District Council

<b>Report to:</b>	Employment and Staffing Committee 8 September 2022
<b>Lead Cabinet Member:</b>	John Williams
<b>Lead Officer:</b>	Jeff Membery

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## **RETENTION AND TURNOVER REPORT: QUARTER 1 (Q1) 1<sup>st</sup> April 2022 – 30<sup>th</sup> June 2022**

### **Executive Summary**

1. This report provides an analysis of the turnover of staff between 1<sup>st</sup> April 2022 and 30<sup>th</sup> June 2022. 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**

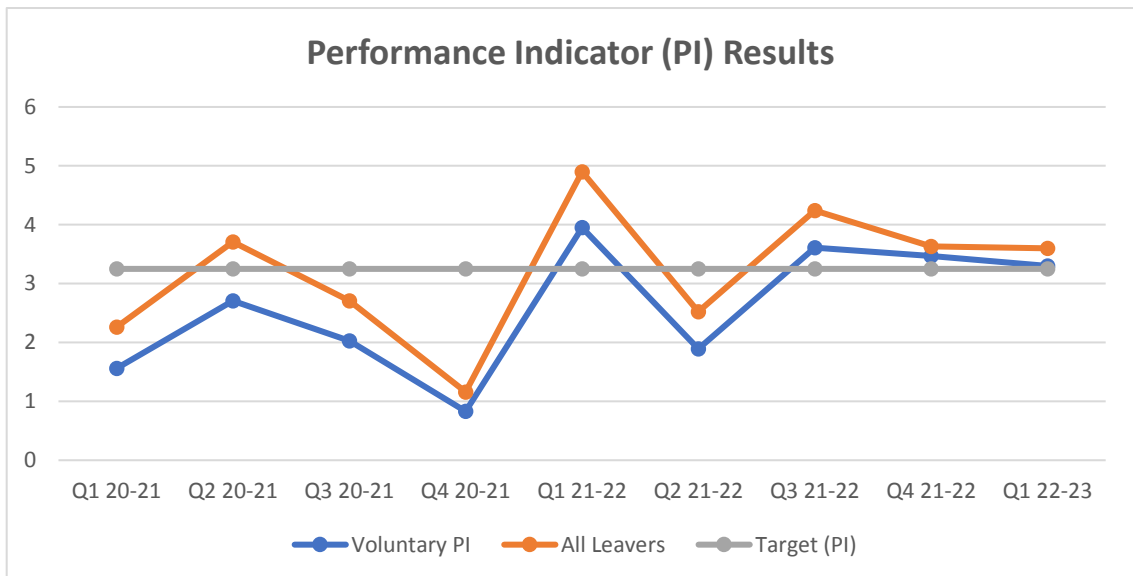
4. This information report forms part of the Employment and Staffing Committee framework for monitoring the Council's staffing resource.

### **Details**

5. The Performance Indicator (PI) value for Q1 1<sup>st</sup> April – 30<sup>th</sup> June 2022 is 3.60 % (based on an average headcount of 637). This equates to a combined total of 23 leavers: 19 voluntary and 4 involuntary leavers. In Q4 1<sup>st</sup> January 2022 -

31<sup>st</sup> March 2022 the PI value was 3.63% (based on a average headcount of 634). The quarterly target for voluntary leavers\* is 3.25%<sup>1</sup>.

**Chart 1**



6. See **Chart 2** for the breakdown of Leavers and Turnover by Service Area.
7. The Stability Index indicates the retention rate of experienced employees. This is calculated as:

$$\frac{\text{Number of staff with service of one year or more}}{\text{Total number of staff in post one year ago}} \times 100.$$

The Stability Index is 86.53%. This means that since last year 13.47% of staff have either started new internal roles or have left their employment with the Council. We will be able to provide further analysis and comparisons as the year progresses. A suggested target for this index is 80%. This implies there are regular progression opportunities, but organisational knowledge is not being lost through excessive turnover.

8. There was a small decrease in the number of voluntary leavers in Q1, following on from a small increase in Q4. There were no redundancies in Q4 and 1 in Q1. **Q1 Reasons for Leaving<sup>2</sup> - see Charts 3 and 4.**
9. Information is recorded from Leavers Forms input on iTrent. The Exit interview invite is sent out to each leaver once the leavers paperwork is received.

<sup>1</sup> 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).

<sup>2</sup> More than one reason can be chosen at the exit interview.



For those leaving in Q1, we received 19 exit interview forms from 23 leavers; in Q4 we received 19 exit interviews from 23 leavers. The return rate for Q1 was 83% and for the last year is shown in the table below:

Q1 2022 – 23	83%
Q4 2021 – 22	83%
Q3 2021 – 22	89.3%
Q2 2021 – 22	83.3%
Q1 2021 – 22	44%

This figure is almost double that received in 2019-20 and just over double that received in 2020-21

10. The exit interviews enable us to gain feedback from staff and establish why our employees have chosen to leave the organisation and take immediate action on any issues raised. 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. See **Charts 5 and 6** for a summary of the responses including two important feedback questions “rate your perception of SCDC as an employer against a range of factors and “would you consider working for SCDC again?”.
11. We are now able to include information relating to Joiners: see **Chart 7 – Joiners per Service Area.**

## Recruitment

12. Please see **Charts 8, 9 ,10 and 11** for Recruitment info. It should be noted that the number of roles advertised fell by about a third from 103 in Q4 to 69 in Q1.
13. In Q1 11 posts were re-advertised in this period. 2 were successfully filled and 2 posts were readvertised in Q2 and 4 have been put on hold. We have 3 interviews arranged for Q2 for the apprentice roles. In Q4: 12 posts were re-advertised in this period. 4 were successfully filled and 5 were re-advertised in Q1 and 3 have been put on hold.
14. We have struggled to fill Apprenticeship roles with a lack of candidates in the market. 4 Apprentice positions were advertised with interviews taking place in Q2.
15. For the first time in 2 years (following Covid), we will be taking on 6 work experience placements and are currently working closely with local schools to continue this.
16. We have advertised a Graduate role through the LGA (Local Government Association) National Graduate Development Programme later this year, to start in September 2022.

17. Concerns around retention particularly at GCSWS have led to an introduction of a Retention Scheme in Q3. This is targeted at Drivers, who will receive payments of £2400 over a 2-year period, at quarterly intervals. During Q1 37 Drivers received payment. 2 signed up in Q4.
18. For Q4 and Q1, the number of temporary workers (agency) in each department was as follows:

Service Area	Q4 (% of total agency workers)	Q1 (71)
GCSPS	29 (34.9%)	16 (23%)
Transformation	6 (7.2%)	4 (6%)
Finance	6 (7.2%)	2 (3%)
Housing	1 (1.2%)	1 (1%)
SW&E (excl GCSWS)	2 (2.4%)	2 (3%)
GCSWS	39 (47.0%)	46 (65%)
Economic Development & Investment	0	0

19. Since January 2021 the recruitment team has been working to create a new Casual Worker Bank to support the Council to reduce agency fees. In this Q1, 11 new casual workers started and in Q3, 5 new casual workers started within posts that would normally be filled with an agency worker, reducing our agency spend. We are working to add more workers to the bank to enable a pool of skilled talent that we can call upon.
20. Golden Hellos, Market Supplements and an employee referral scheme are all in use to improve both the quality and number of candidate applications. In Q1 4 roles were appointed to with a Golden Hello and 4 with a Market Supplement. In Q4 1 Golden Hello Payment was made and 3 roles were appointed to with a Golden Hello  
These employees will receive their Golden Hello Payments upon the successful completion of their probationary periods.
21. The Recruitment Coordinators have been busy during 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.
22. 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.

23. HR deliver Manager Induction training sessions, currently remotely. This is both for newly promoted managers and new recruits to the Council. The intention is to run these sessions quarterly, and there are further sessions planned for 2022-2023. In Q1 9 managers attended manager training. More sessions are planned for Q2.
24. The Council is currently finalising its Apprenticeship strategy. We have separated the Apprenticeship data, so that we can identify external, new hire Apprentices and existing staff who are undertaking an Apprenticeship. See **Chart 11** for the detail. We have 1 Internal Apprenticeship who started in Q1. We have advertised Apprenticeships in both Quarters however, have found it difficult to recruit. We are exploring opportunities to advertise our roles more widely and looking at options including Traineeships.

## Wider Context

25. The most recent Labour Market Report<sup>3</sup> from the CIPD was published in early 2022. Recruitment difficulties are increasing, as we can see in our data as well as in the Labour Market Report. Almost half employers are reporting hard-to-fill vacancies, particularly when filling low-skilled vacancies. Our fill rate was 63% for Q1. We introduced new Retention measures in Q3 affecting GCSWS, highlighted in the Report. Other organisations are taking positive action to attract the best candidates raising pay, advertising more jobs as flexible and upskilling existing staff. Almost half of employers (46%) have hard-to-fill vacancies, including 52% in the public sector. Recruitment intentions with employers remain high, in line with pre-pandemic levels.
26. This shows that the challenges we are facing in Recruitment and Retention are mirrored in the wider context. The number of roles we advertised, particularly in Q4 at 103, is very high, and goes some way to explain why the fill rate dropped between Q4 and Q1.

## Equality and Diversity

27. The new iTrent HR system enables reporting on the diversity of all joiners and leavers by age, ethnicity, gender, disability and religion. We don't have 2021 Census data to compare this to yet. However, the reporting of Leavers data is a very manual process. This is in contrast to the Joiners breakdown, which is produced as part of the Analytics Package.

## Conclusion

28. The turnover rate has slightly increased since Q4.
29. The most common reasons for voluntary turnover cited in exit interviews were linked as they included more career progression, higher salary and personal reasons.

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<sup>3</sup> [Labour Market Outlook: Winter 2021](#)

30. The number of roles decreased by a third Q4 to Q1.
31. The number of staff who internally transferred to new roles was higher than Q4. This demonstrates 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.
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.

## **Alignment with Council Priority Areas**

### **A modern and caring Council**

42. By monitoring Retention and Turnover levels, and making any necessary recommendations, we can ensure that the Council is structured and appropriately resourced to deliver the ambitions of our communities.

## **Appendices**

Appendix A: Q1 22-23 Turnover Charts.

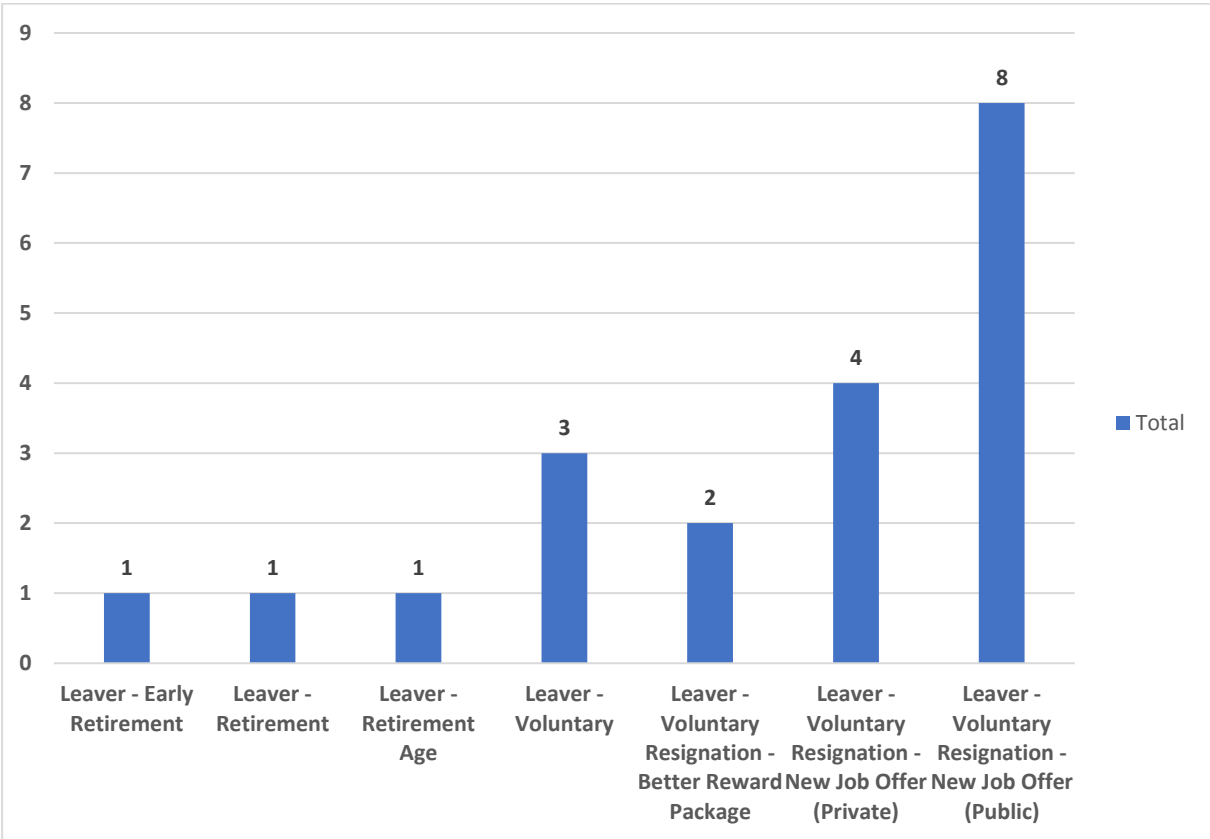
### **Report Author:**

Clare Lomer-Hill – HR Advisor  
Telephone: (01954) 713464

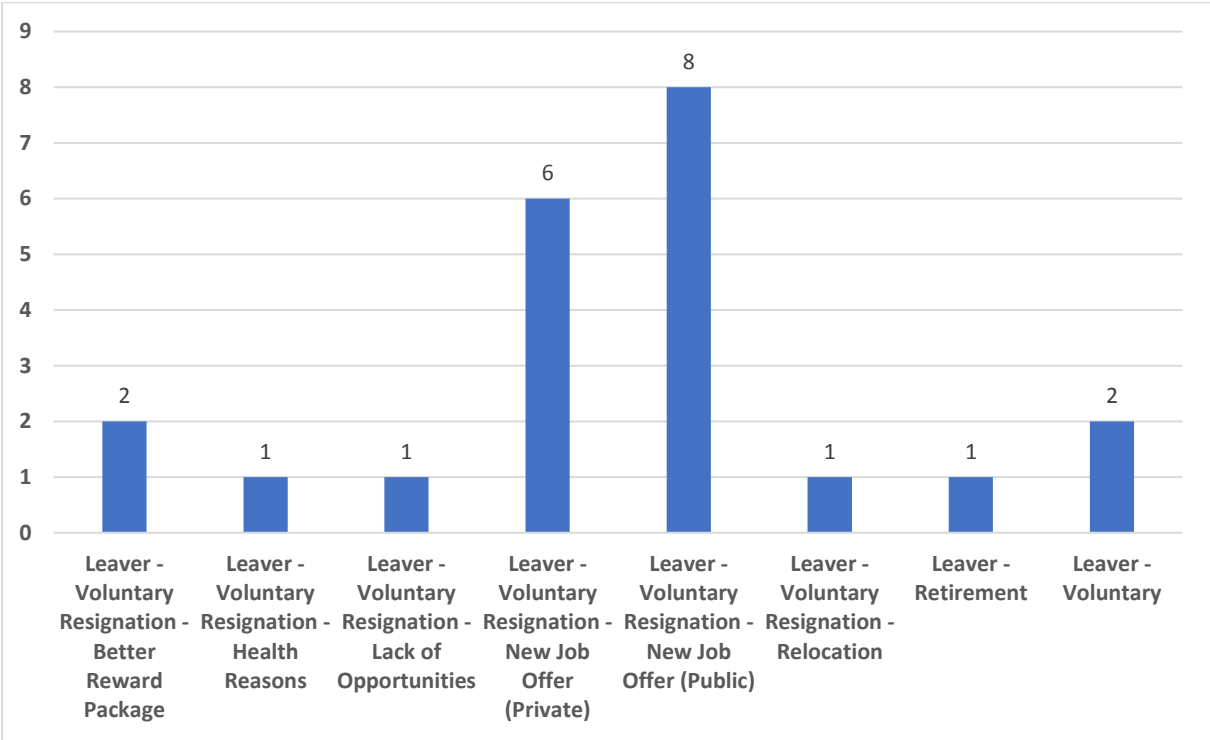
**Chart 2 – Leavers by Service Area**

Org Structure	Ave Headcount Previous Qtr	Ave Headcount Current Qtr	Leavers in Period Previous Qtr	Leavers in Period Current Qtr	Turnover Previous Qtr	Turnover Current Qtr
Executive	15	16.7	0	0	0.00%	0.00%
Finance	73.7	75	1	0	1.35%	0.00%
Housing	126	124.3	0	1	0.00%	0.79%
Shared Planning	119.7	119.7	8	6	6.84%	4.98%
Shared Waste and Environment	212	212.3	9	10	4.23%	4.74%
Transformation, HR and Corporate Services	87.7	89.3	5	6	5.59%	6.63%
<b>Total</b>	<b>634</b>	<b>637.3</b>	<b>23</b>	<b>23</b>	<b>3.63%</b>	<b>3.60%</b>

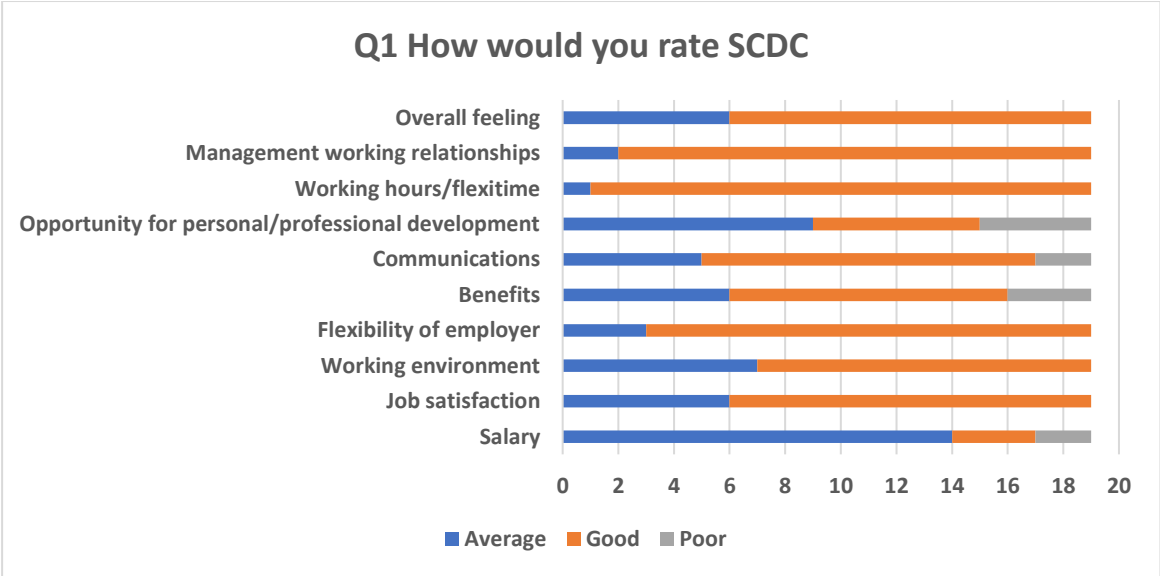
**Chart 3 – Q1 Voluntary Reasons for Leaving**



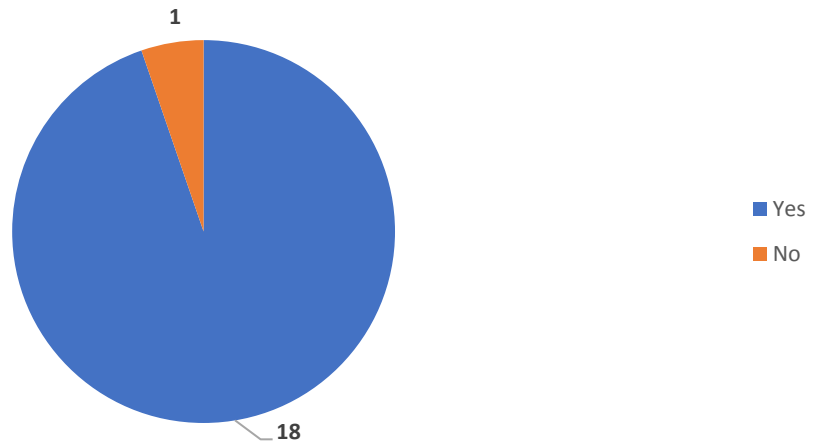
**Chart 4 – Q4 Voluntary Leaver reasons**



**Chart 5 – Q1**



**Q1 Would you consider working for the Council again?**



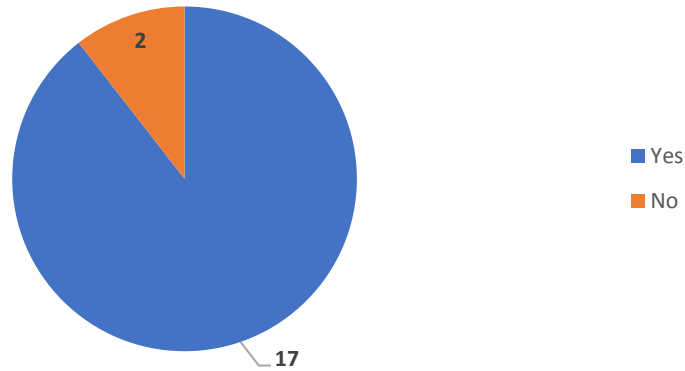
**Chart 6 – Q4**

**Q4 How would you rate SCDC**



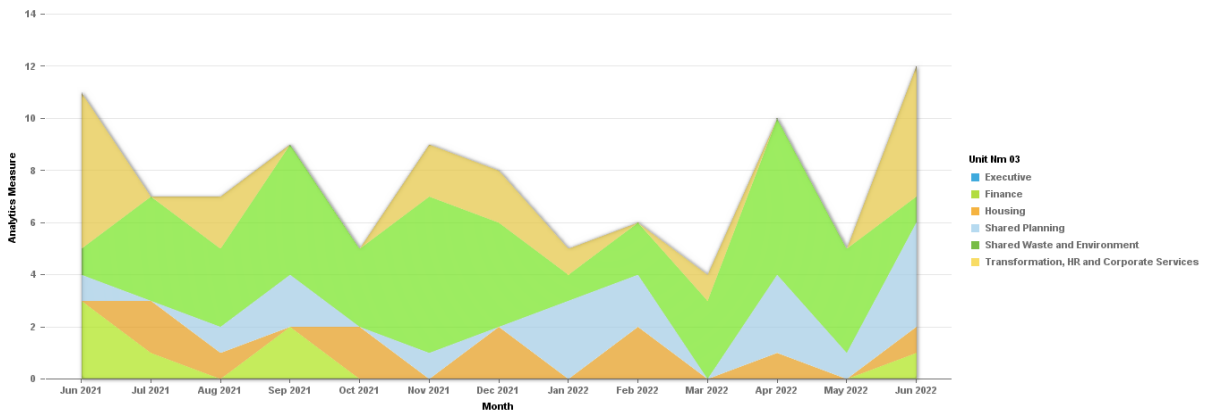


### Q4 Would you consider working for the Council again?

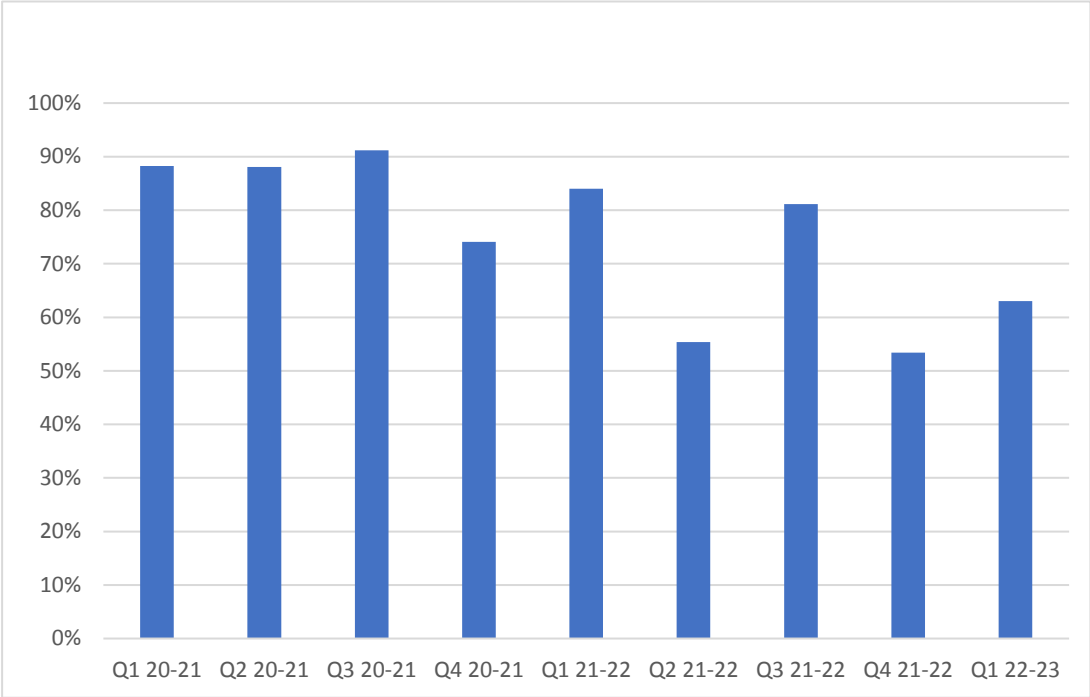


**Chart 7 – Q1 Joiner by period in Service area**

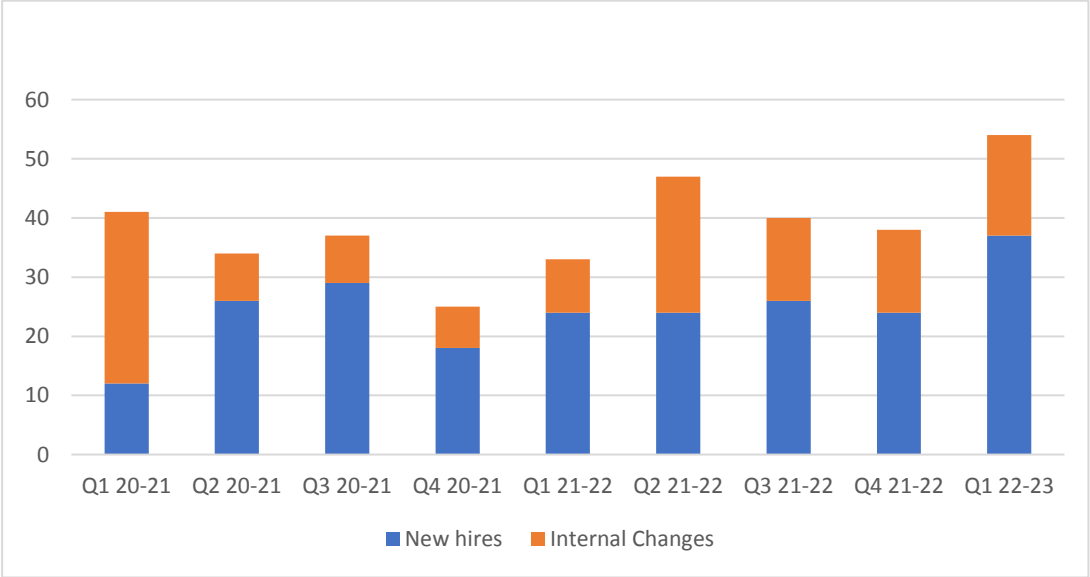
Org Structure	Joiners in Period Previous Qtr	Joiners in Period Current Qtr	Variance
Executive	0	0	0
Finance	0	1	+ 1
Housing	4	2	- 2
HR and Corporate Services			
Shared Planning	1	8	+ 7
Shared Waste and Environment	13	11	-2
Transformation, HR and Corporate Services	4	5	+ 1
<b>Total</b>	<b>22</b>	<b>27</b>	



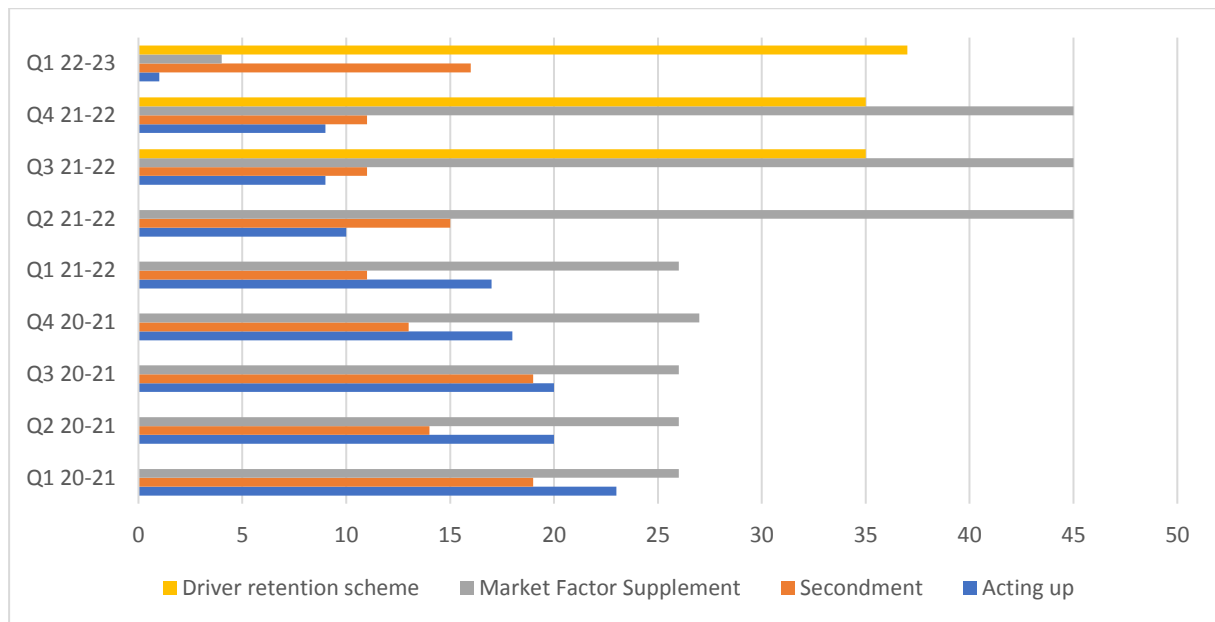
**Chart 8 – Q1 Fill rate**



**Chart 9 – Q1 New Hires/Internal Changes**



**Chart 10 – Additional Payments**



**Chart 11 Work Experience/Apprenticeships**



**Chart 12 – Apprenticeship in progress**

Apprenticeship title	Service					Grand Total
	Finance	GCSPS	Housing	Shared Waste & Environment	Transformation	
Associate Project Management					2	2
Business Administrator			1			1
Chartered Manager's Degree					1	1
Chartered Town Planner		1				1
Counter Fraud Investigator	1					1
Customer Service practitioner					2	2
Department/Operations Management		2		1		3
HR Support					1	1
Junior Content Producer					1	1
Procurement	1					1
Senior Leader		2	1			3
Team leader/supervisor	1			1		2
<b>Grand Total</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>7</b>	<b>19</b>

# Agenda Item 5



**South  
Cambridgeshire  
District Council**

<b>Report to:</b>	Employment and Staffing Committee 8 September 2022
<b>Lead Cabinet Member:</b>	John Williams
<b>Lead Officer:</b>	Jeff Membery

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## Sickness Absence Q1 2022-23

### Executive Summary

1. The Sickness Absence rate (BVPI) for Q1 2022-2023 is 1.95 (see tab D BVPI trend).

This is a decrease of 0.19 from Q4 and a decrease of 0.08 from Q1 2021-2022.

The top 3 reasons for absence were: Covid-19 (223 days), Stress, anxiety and depression (203 days) Stomach, liver kidney and digestion (192 days).

Finance, Housing, Greater Cambridge Shared Waste and Environment saw a reduction in absence levels this quarter. Greater Cambridgeshire Shared Planning and Transformation, HR and Corporate Service saw an increase in absence levels. Various support is provided to employees in different ways, (e.g. through our Employee Assistance Programme and supportive absence meetings) and we have included data relating to this.

### Key Decision

2. No.

### Recommendations

3. It is recommended that the Employment and Staffing Committee note this report.

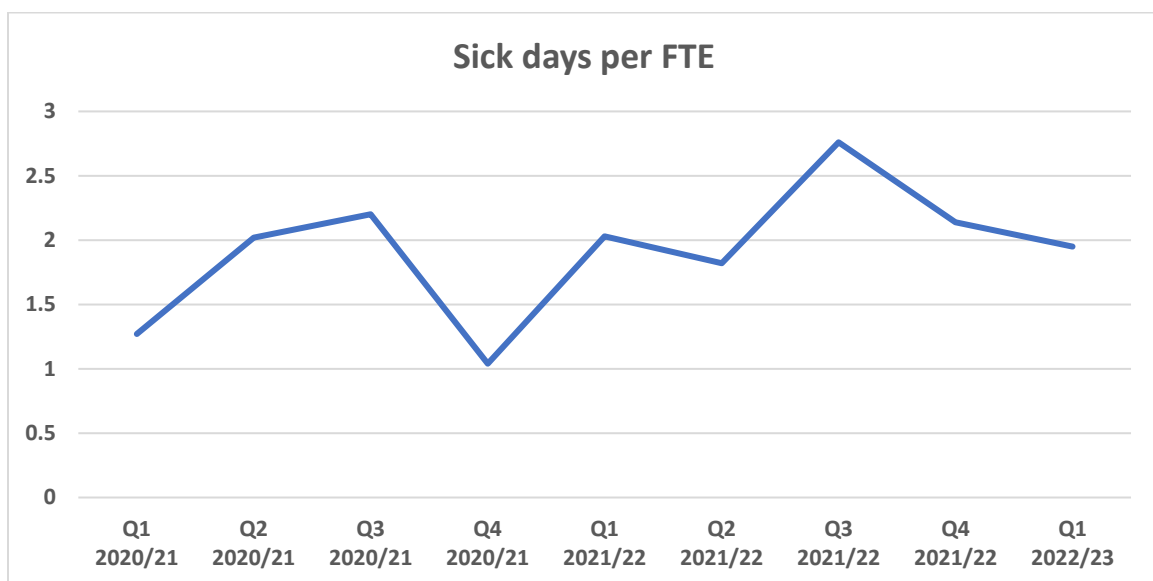
### Reasons for Recommendations

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

## Details

5. Our new absence analytics package will provide us with more detailed absence metrics/reporting moving forward. For Q1, the cabinet report is a “hybrid” report. It uses data from i-trent and the new package. In Quarter 2 there will be more comparable charts and data to review – for example comparing costs quarter on quarter and more infographics.
6. The HR team have successfully removed “other” as a reason for absence to provide higher data accuracy. Tab B reason analysis therefore shows a reduction in “other” absence of 189 days which will give us more meaningful data to support employees with and shape our interventions.
7. Our BVPI figure is 1.95 days per FTE (based on an FTE figure of 640.01). Please see tab A Absence Analytics.

This is a decrease of 0.19 from Q4 and a decrease of 0.08 from Q1 2021-2022.

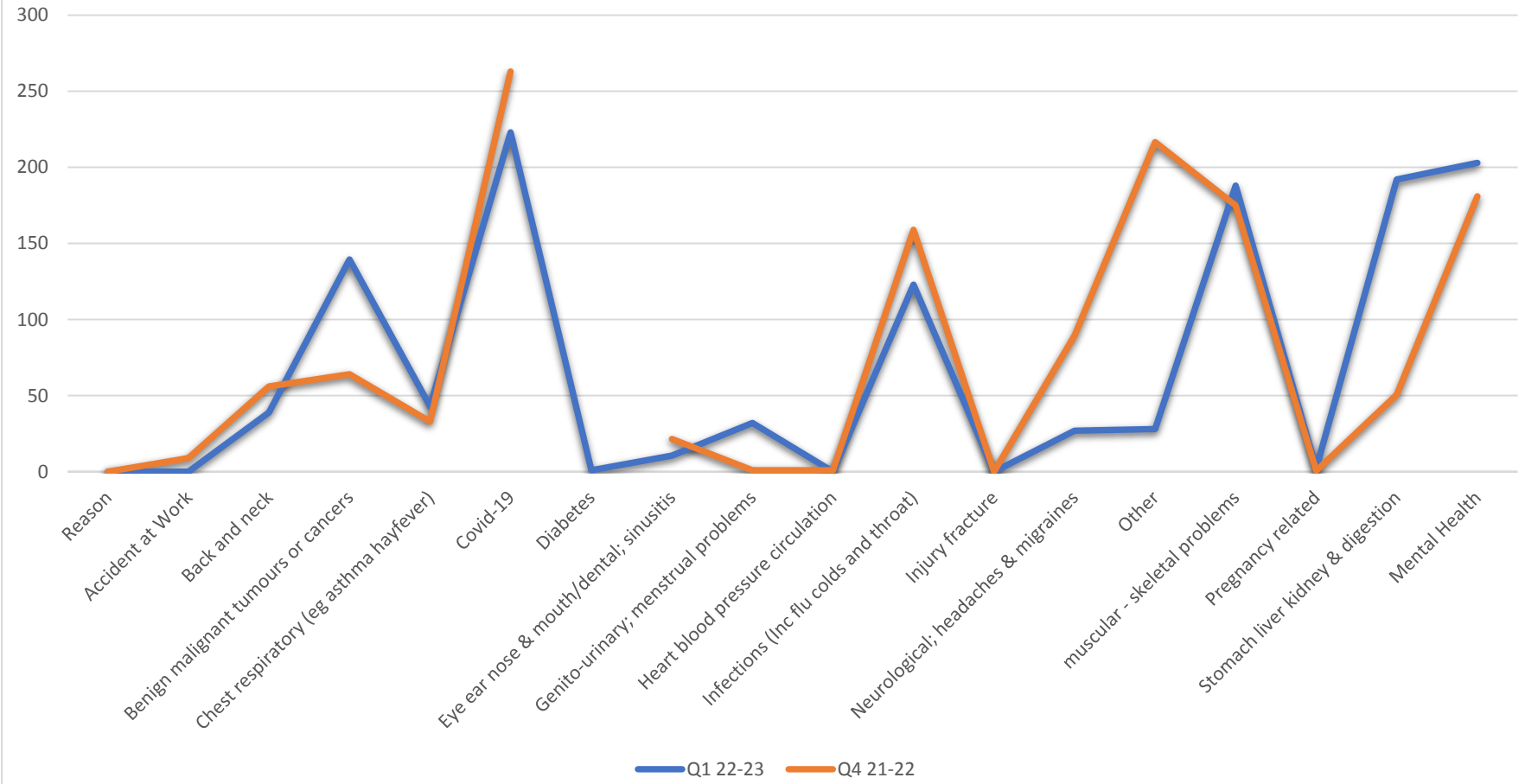


### Absence by Organisation Structure

Org Structure	Employee Count Current Qtr	Employee Count Current Qtr (FTE)	Absence Instances in Current Qtr	Emp Absence Count Current Qtr	Days lost previous Qtr	Days Lost Current Qtr	Ave Days Lost per Emp Current Qtr	Ave Days Lost Duration Current Qtr	Days Available in Period per Emp Current Qtr	Days Lost Working Cost Current Qtr	BVPI
Executive	17	16.21	1	1	1	2.5	0.15	2.50	1000.28	£256.29	0.15
Finance	75	72.67	19	16	81.5	50	0.67	3.13	4364.86	£5,726.80	0.69
Housing	126	113.59	51	36	334	305	2.42	8.47	6937.46	£39,034.72	2.68
Shared Planning	126	122.97	32	21	107	188	1.49	8.95	7098.23	£33,612.71	1.53
Shared Waste and Environment	221	219.69	91	68	699	588	2.66	8.65	13210.99	£55,176.50	2.68
Transformation, HR and Corporate Services	98	94.88	36	30	98	117.5	1.20	3.92	5473.21	£15,452.48	1.24
<b>Total</b>	<b>663</b>	<b>640.01</b>	<b>230</b>	<b>172</b>	<b>1320.5</b>	<b>1251</b>	<b>1.89</b>	<b>7.27</b>	<b>38085.03</b>	<b>£149,259.49</b>	<b>1.95</b>

8. To note the highest cost to the Council was in Shared Waste and environment. The highest BVPI figures were in Shared Waste and Environment, Housing and Shared Planning. There was a decrease of 69.5 days in Q1 compared with Q4 21-22.
9. As detailed in tab B reason analysis Quarter 1 you will see infographics highlighting top reasons for absence broken down by short term and long term. The top reasons for short term absence were Covid 19, Infections and Stomach and Digestion. The top reasons for long term absence were stress, depression and anxiety, other muscular skeletal and stomach, liver, kidney and digestion. The HR team break down stress depression and anxiety into whether work or personal so this is why this is not highlighted in the infographic.

### Quarterly analysis by reason



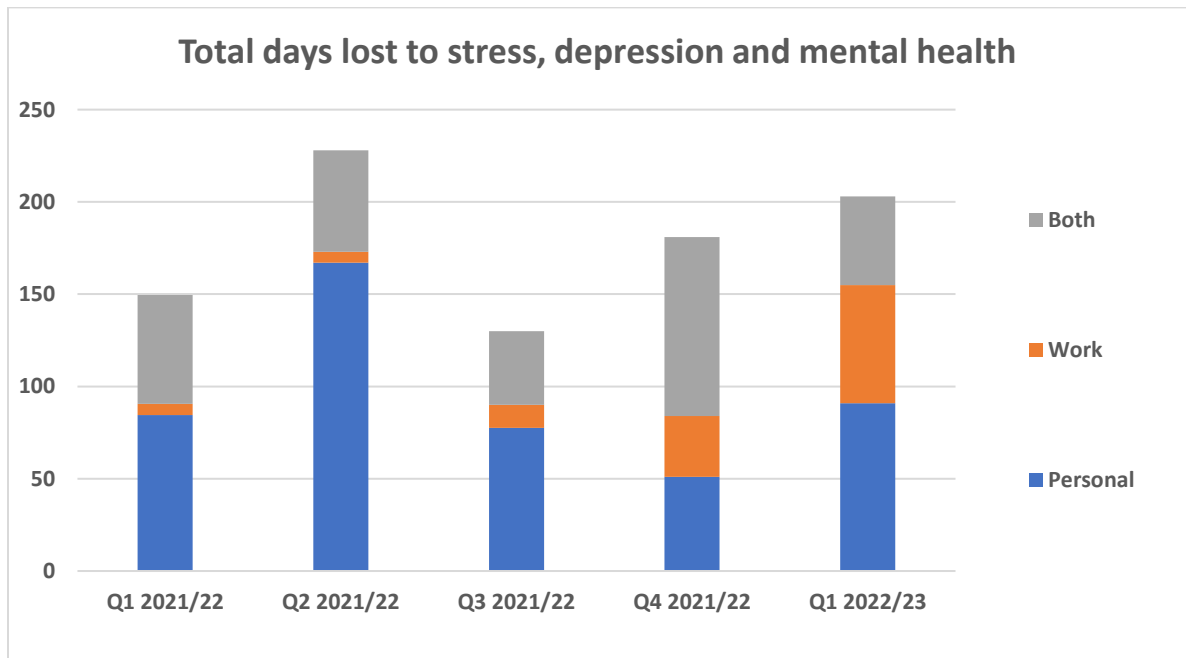


11. Looking at Tab C Qtr reason analysis Q1 has seen an increase in mental health related absences and stomach, liver kidney and digestion. 65 days of the stomach liver kidney and digestion was due to a long term individual case managed under the Attendance Management policy.

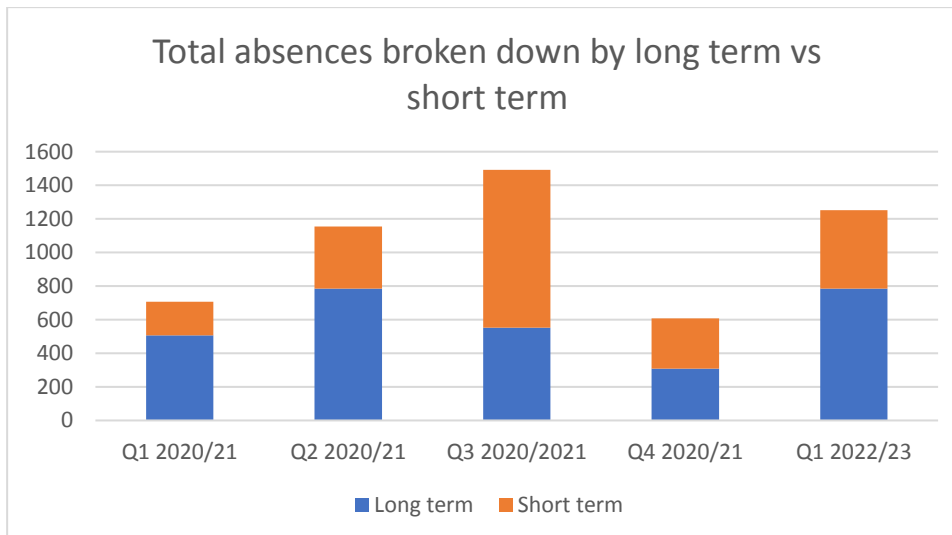
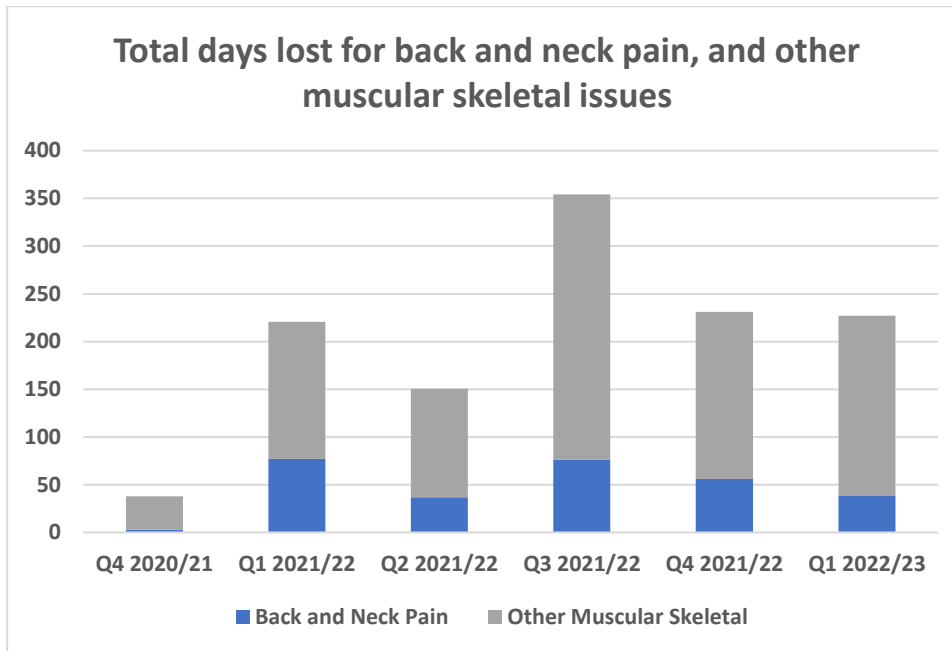
12. Within this Quarter, 172 employees have had absences due to sickness (compared to 168 in Q4).

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

14.



15. 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.

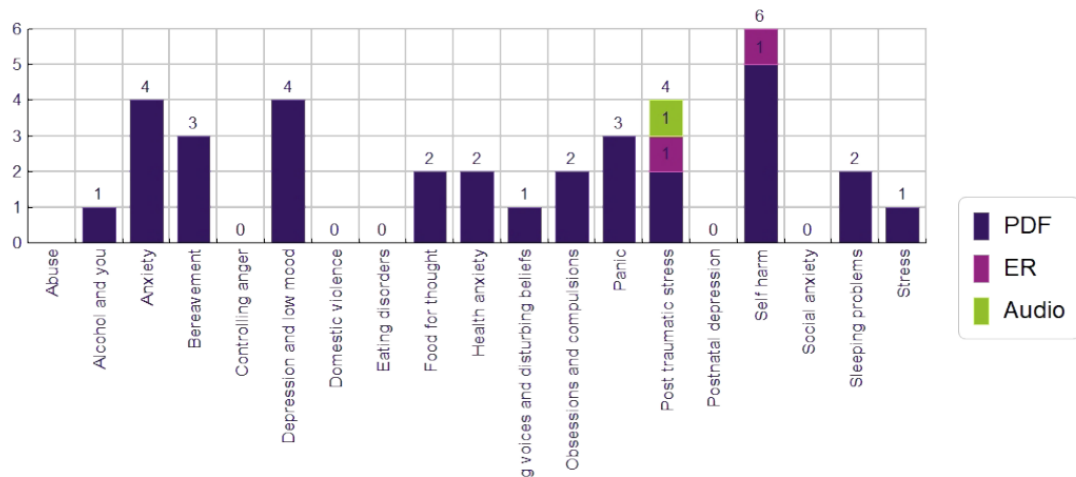


19. During Q1, the HR team have been continuing to work alongside managers, introducing a new way of working/new tools to try to assist managers in proactively managing long term absence. Virtual welfare visits are carried out with all long-term sickness cases.
20. During the year, the HR team have also delivered some managerial masterclasses titled 'Managing Stress' and 'Managing Absence'. 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.
21. We have a number of employees affected currently by cancer, we are providing support to the Line Managers and employees affected. A number of managers

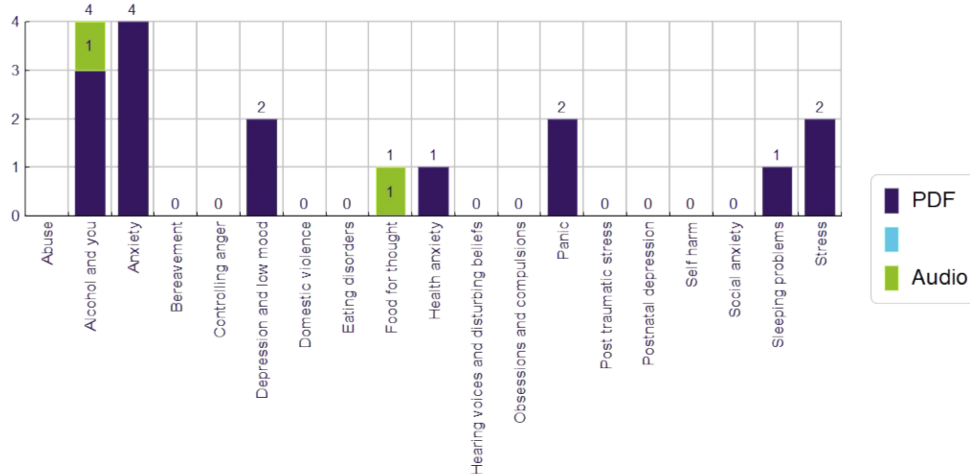
and the HR team have attended the Macmillan workshop this year and that we are looking at potential changes to provide further support.

22. We have also run “Wellness Action Plan” sessions, which employees or managers can attend to find out more about and create their own Wellness Action Plan.
23. We have launched a course called Navigating Change – Controlling the Mental – starting Wednesday 21st September 2022, 10:00-11:30. This is to support staff with the current changes occurring both within the organisation and the wider working context.
24. 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.
24. With respect to muscular skeletal absences HR/Health and Safety 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 31<sup>st</sup> June 2022, analysing the number of employees who have used the DSE training/assessment tool: 404 have completed it, 112 employees are yet to complete the assessment. There has been minimal progress since Q4, there is currently a 76% completion rate. 1% less completion than Q4.
25. We have also been promoting our Employee Assistance Programme (through Vivup) which includes free confidential counselling for all staff, as well as access to additional resources such as CBT guides. Looking at the graphs below, it is clear that there has been a significant increase in various CBT workbooks accessed in Q1, compared to Q4.

**South Cambridgeshire District Council  
Self Help Downloads**



**South Cambridgeshire District Council  
Self Help Downloads Previous Period**



26. During Q1 35 employees accessed the CBT resources (vs 17 in Q4), 14 calls were made to the Helpline (vs 26 in Q4), there were 2 telephone assessments (vs 7 in Q4). There was a total of 26 Counselling sessions (compared to 24 in Q3). The presenting issue for SCDC this period was depression/low mood. There was one new client this quarter.
27. We also offer Video Counselling through Evolve; there were 4 employees accessing Counselling in this way (vs 4 in Q4). This provider offers Video Counselling, compared to the telephone-only sessions offered through Vivup.
28. Following mental health awareness week, information was shared Council wide with respect to the Able Futures programme. This offers free 9 month programme to support people struggling with their mental health in the workplace. This is available to all employees confidentially. The programme

is being advertised on a roll out basis with attendance expected by an Able Futures Advisor to CMT in September.

29. In relation to Managing Absence, there were 28 new HR cases that started in Q1 (compared to 30 in Q4); note this only reflects new cases. The reasons for these cases on our Log include:
- an Informal Trigger has been met,
  - a Formal meeting is due
  - a Long-Term absence trigger has been met
  - absence due to Stress/Depression: a HR Advisor/BP is involved with every case, to ensure a Stress Tool and other supportive measures are put in place

## **Options**

30. This report is for information only.

## **Implications**

31. There are no significant implications.

## **Staffing**

32. The staffing implications are considered as part of this report.

## **Equality and Diversity**

33. All Sickness Absence is managed under the Attendance Management Policy, to ensure it is applied in a fair and consistent manner. Reasonable Adjustments are considered for all employees in accordance with the Equality Act (2010). The Attendance Management Policy is currently under review, and an EQIA is in progress.

## **Health & Wellbeing**

34. We use an external Occupational Health Provider as needed. We offer an Employee Assistance Programme (EAP), referred to earlier in this document. This provides employees with support including Counselling and CBT workbooks. DSE assessment information is included in this report.

## **Alignment with Council Priority Areas**

### **A modern and caring Council**

35. Through the Attendance Management Policy, the Council aims to ensure that employees maintain good health and that sickness absence is minimised by offering a safe working environment coupled with flexible working practices, family friendly policies and the positive promotion of employee wellbeing.

36. The HR team are currently reviewing the Attendance Management Policy.

## **Appendices**

Absence analytics package Q1

### **Report Author:**

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Telephone: (01954) 713030

## Absence by Organisation Structure

Org Structure	Employee Count Current Qtr	Employee Count Current Qtr (FTE)	Absence Instances in Current Qtr	Emp Absence Count Current Qtr	Days lost previous Qtr	Days Lost Current Qtr	Ave Days Lost per Emp Current Qtr	Ave Days Lost Duration Current Qtr	Days Available in Period per Emp Current Qtr	Days Lost Working Cost Current Qtr	BVPI
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## Absence Analytics Q1 2022 - 2023

### Absence Reason Analysis - Days Lost Quarter 1 2022-2023

Absence Reason	Days Lost Current Qtr (Long Term)	Days Lost Current Qtr (Short Term)	Total Days Lost Current Quarter	% by reason for Quarter	Total days lost previous quarter	Variance days lost Q1 to Q4
Accident at work	0	0	0	0.00%	9	-9
Back and neck problem	19	20	39	3.12%	56	-17
Benign and malignant tumours or cancers	117	22.5	139.5	11.15%	64	76
Chest respiratory (eg asthma hayfever)	4	39	43	3.44%	33	10
Covid-19	71	152	223	17.83%	263	-40
Diabetes		1	1	0.08%	0	1

Eye ear nose & mouth/dental; sinusitis		10.5	10.5	0.84%	21.5	-11
Genito-urinary; menstrual problems	32		32	2.56%	1	31
Heart blood and circulation					1	-1
Infections (Inc flu colds and throat)	38	85	123	9.83%	159	-36
Neurological; headaches & migraines	8	19	27	2.16%	89.5	-63
Other		28	28	2.24%	216.5	-189
Other muscular - skeletal problems	171	17	188	15.03%	175	13
Pregnancy related		2	2	0.16%	0.5	2
Stomach liver kidney & digestion	135	57	192	15.35%	50.5	142

Stress Anxiety Depression (Personal)	81.5	9.5	91	7.27%	51	40
Stress Anxiety Depression (Work)	60	4	64	5.12%	33	31
Stress Anxiety Depression (Work and Personal)	48		48	3.84%	97	-49
<b>Total</b>	<b>784.5</b>	<b>466.5</b>	<b>1251</b>	<b>100.00%</b>	<b>1320.5</b>	<b>-69.5</b>

Stress Anxiety Depression (Work and Personal)

Stress Anxiety Depression (Personal)

Benign and malignant tumours or cancers

**Stomach liver kidney & digestion**

Neurological; headaches & migraines  
Genito-urinary; menstrual problems

Diabetes

**Covid-19**

Other  
Back and neck problem Pregnancy related  
Eye ear nose & mouth/dental; sinusitis

**Other muscular - skeletal problems**

Infections (Inc flu colds and throat)

Stress Anxiety Depression (Work)

Chest respiratory (eg asthma hayfever)

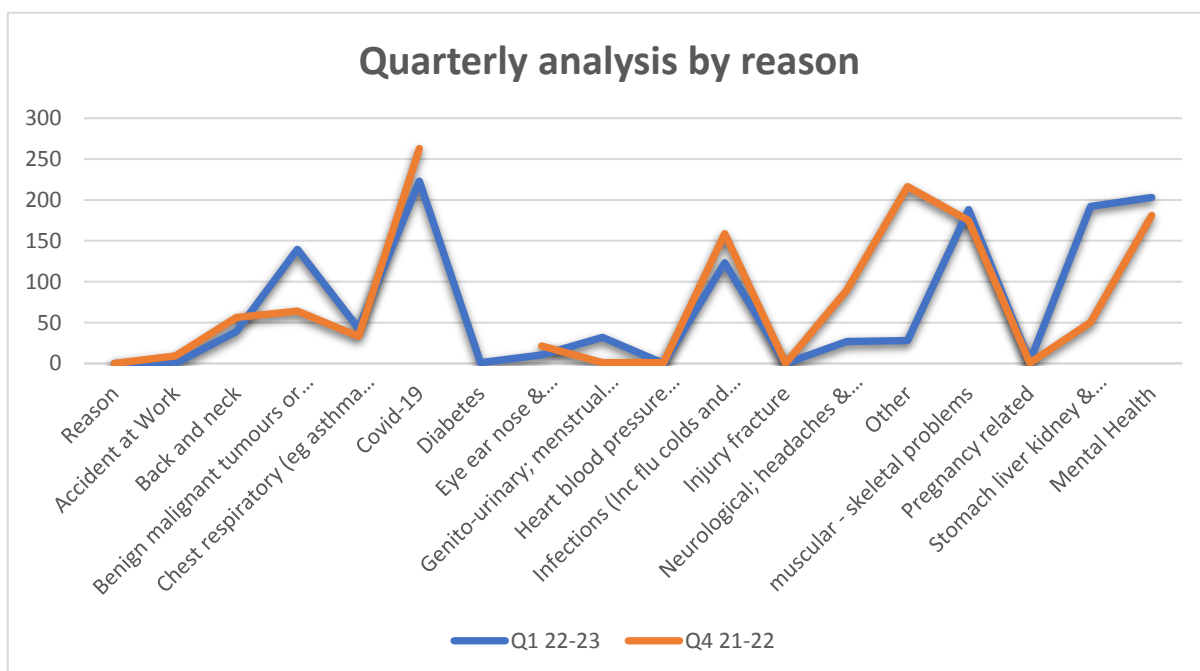
Days lost current Qtr Long term

Accident at ...	Back and ne... 19	Benign and ... 117	Chest respir... 4	Cough cold f...	Covid-19 71	Diabetes	Eye ear nos...	Gastrointest...
Genito urina...	Genito-urina... 32	Headache mi...	Heart blood ...	Infections (l... 38	Injury fracture	Musculoske...	Neurological... 8	Other
Other musc... 171	Pregnancy r...	Stomach live... 135	Stress Anxi... 81.5	Stress Anxi... 60	Stress Anxi... 48	Stress/depr...		

Days lost current Qtr Short term

Accident at ...	Back and ne... 20	Benign and ... 22.5	Chest respir... 39	Cough cold f...	Covid-19 152	Diabetes 1	Eye ear nos... 10.5	Gastrointest...
Genito urina...	Genito-urina...	Headache mi...	Heart blood ...	Infections (I... 85	Injury fracture	Musculoske...	Neurological... 19	Other 28
Other musc... 17	Pregnancy r... 2	Stomach live... 57	Stress Anxi... 9.5	Stress Anxi... 4	Stress Anxi...	Stress/depr...		

	Q1 22-23	Q4 21-22
<b>Reason</b>	<b>Days lost</b>	<b>Days lost</b>
Accident at Work	0	9
Back and neck	39	56
Benign malignant tumours or cancers	139.5	64
Chest respiratory (eg asthma hayfever)	43	33
Covid-19	223	263
Diabetes	1	
Eye ear nose & mouth/dental; sinusitis	10.5	21.5
Genito-urinary; menstrual problems	32	1
Heart blood pressure circulation	0	1
Infections (Inc flu colds and throat)	123	159
Injury fracture	0	0
Neurological; headaches & migraines	27	89.5
Other	28	216.5
muscular - skeletal problems	188	175
Pregnancy related	2	0.5
Stomach liver kidney & digestion	192	50.5
Mental Health	203	181
<b>Grand Total</b>	<b>1251</b>	<b>1320.5</b>



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

Quarter	Q1	Q2	Q3	Q4
BVPI 12 figure	1.95			
Cumulative	1.95			
BVPI 12 figure last year	2.03			

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	8.75
FTE at year end	388.87	493.85	517.29	553.34	602.13	618.22

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