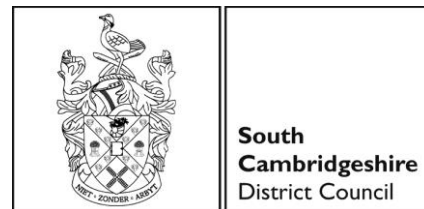


South Cambridgeshire Hall  
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Wednesday 15 February 2022

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,  
Dr. Aidan Van de Weyer, Peter Sandford and Bridget Smith

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 **Thursday, 23 February 2023 at 2.00 p.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.

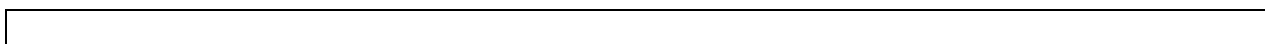
Yours faithfully  
**Liz Watts**  
Chief Executive

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> To authorise the Chair to sign the Minutes of the meeting held on 10 November 2022 as a correct record		<b>5 - 8</b>
<b>4. Update on the Four Day Week (4DW) Trial</b>		<b>9 - 20</b>

<b>5.</b>	<b>Pay Policy Statement</b>	<b>21 - 34</b>
<b>6.</b>	<b>Workforce Breakdown</b>	<b>35 - 52</b>
<b>7.</b>	<b>Retention and Turnover: Q3 (1 October- 31 December 2022)</b>	<b>53 - 68</b>
<b>8.</b>	<b>Sickness Absence: Q3 (1 October- 31 December 2022)</b>	<b>69 - 88</b>



## **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@scambs.gov.uk](mailto:democratic.services@scambs.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**

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

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### **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**

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### **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.

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# Agenda Item 3

## nSouth Cambridgeshire District Council

Minutes of a meeting of the Employment and Staffing Committee held on  
Thursday, 10 November 2022 at 10.00 a.m.

PRESENT: Councillor William Jackson-Wood – Chair

Councillors: Anna Bradnam  
Richard Stobart  
Peter Fane

Mark Howell  
John Williams

Officers: Jonathan Corbett  
Laurence Damary-Homan  
Clare Lomer Hill  
Jeff Membery  
Donya Taylor  
Liz Watts

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

### 1. Apologies for Absence

Councillor Sally Ann Hart sent Apologies for Absence and Councillor Peter Fane was present as a substitute. With the Vice-Chair's absence, the Chair proposed that Councillor Anna Bradnam assume the role of Vice-Chair for the meeting. This was seconded by Councillor Mark Howell and agreed by affirmation.

### 2. Declarations of Interest

There were no Declarations of Interest.

### 3. Minutes of Previous Meeting

By affirmation, the Committee approved an amendment to the text prior to Minute 1. The Committee agreed that it should read:

**“The meeting on 8 September commenced at 10:00 but shortly afterwards the Chair briefly adjourned the meeting. The meeting resumed but at 10:40 the Chair adjourned the meeting to a later date.**

**The committee meeting resumed on 29 September 2022 at 2.00pm.”**

With the amendment, the Committee authorised the Chair to sign the Minutes of the adjourned meeting held on 08 September 2022 and resumed on 29 September 2022 as a correct record.

### 4. Update on progress planning for Four Day week (4DW) trial

The Chief Executive presented the report and responded to the Committee's questions. Members enquired as to what measures staff were envisioning implementing to improve their productivity and ensure that they could manage their workloads in the 4 Day Week. The Committee was informed that wide discussion on this was taking place across the organisation and that there had been a wide range of ideas on how staff could improve their productivity. The impact of the trial on shared services was discussed and the Chief Executive stated that HR colleagues at Cambridge City Council and the Unison representative for the Councils were being updated regularly and that dialogue was ongoing- the Committee noted that the Chief Executive was to bring a report to the Cambridge City Council's Strategy and Resources Committee. The Committee also noted that staff at the Depot were to be included in the second trial.

Data and feedback were discussed by Members. The data in Appendix 1 of the report was discussed and Members stated that they were pleased to see that live data was being gathered through the pulse surveys. The Chief Executive stated that responses were likely to continue to become more positive as staff developed further productivity strategies and further guidance was released. The empowerment of staff in managing their own time and the democratic nature of the trial was highlighted. A question was raised on the impact on recruitment and the Committee was informed that early signs were positive but data was limited as the trial was not yet in effect; Members were assured that the impact on recruitment would be monitored. Communication with the public and Parish Councils was discussed. Members stated that it was imperative to ensure that communication around the reasons for the trial was clear. The Chief Executive stated that information was being shared through the South Cambs Magazine and that a public survey was live on the Council's website. Parish Council feedback was encouraged and the Committee was assured that the quality of service delivered to customers was to be continuously monitored throughout the trial.

The Committee **noted** the report.

## **5. Retention and Turnover: Q2 (1 July - 30 September 2022)**

The HR Advisor, Jonathan Corbett, presented the report and responded to Member queries with support from the Chief Executive and the Head of Transformation, HR and Corporate Services. Members asked some questions of clarity regarding specific sections of the report. The Committee noted that recruitment challenges at the Council were not dissimilar to national recruitment trends and that the uptick in retirement rates were also in line with national trends. Members noted that the 4 Day Week trial would have an impact on a range of recruitment and retention challenges. Comparative data was discussed and the Committee acknowledged the challenges of the retrospective nature of the data due to the timings of its publication. Members requested that officers look to include data from other organisations within the public sector for comparison and officers agreed to explore the possibility of including it in future reports.

Further discussion was held around the loss of staff to the private sector and the reasons behind this. The Committee noted that pay was a significant factor and officers stated that increased flexibility in the private sector was a challenge to recruitment and retention within the organisation. Officers acknowledged the need to be innovative in recruitment and retention measures. The Committee was informed that consultations regarding improving the communication of the totality of the benefits the Council offers its staff was being undertaken, and that there was a desire to communicate these benefits more effectively in job advertisements. Retirement was discussed and Members enquired as to what could be done to increase retention rates of those at or nearing retirement age and retain staff with extensive experience and knowledge. Officers stated

that the impact to pensions as a result of staying on past retirement age was a significant factor and agreed to provide a written response outside of the meeting with further details.

The Committee **noted** the report.

## **6. Sickness Absence: Q2**

The HR Advisor, Clare Lomer-Hill, presented the report and the HR Business Partner was present to assist with the answering of Members' questions. The Committee discussed the stress mitigation measures and support available to staff and commended the open-minded approach and variety of options made available to staff. Further discussion explored the monitoring of the impact of working from home on mental health and officers detailed some of the measures in place- the Committee noted that data from the organisation-wide wellbeing survey would be brought to a future meeting. The Committee enquired as to what support Councillors would be given regarding mental health and were informed that it was part of the Member development programme.

Members also discussed data sources. Some individual points of clarity were raised. The use of national data for comparison was raised and the Committee discussed the challenges of providing this data with officers. A request to include some anecdotal evidence to support the technical information was raised by Members and officers agreed to take the request away and assess the viability.

The Committee **noted** the report.

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**The Meeting ended at 11.25 a.m.**

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# Agenda Item 4



**South  
Cambridgeshire  
District Council**

<b>Report to:</b>	Employment & Staffing Committee 23 February 2023  Strategy and Resources Committee (CCC) (by e-mail)
<b>Lead Cabinet Member:</b>	Cllr John Williams – Lead Cabinet Member for Resources
<b>Lead Officer:</b>	Liz Watts – Chief Executive

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## Update on the Four Day week (4DW) trial

### Executive Summary

1. This report provides a brief update on the 4DW trial, which at the time of writing, had been underway for six weeks. All data presented is therefore very early, and should be viewed in that context.

### Key Decision

2. No

### Recommendations

3. It is recommended that the committee note the report.

### Reasons for Recommendations

4. Councillors from both councils have asked for regular updates on the 4DW.

### Details

5. Following the approval of the Four Day Week (4DW) trial for desk-based colleagues at SCDC (including the Shared Planning service), it was agreed that reports on progress would be presented to the Employment & Staffing Committee at South Cambridgeshire District Council and Strategy & Resources Scrutiny Committee at Cambridge City Council.

### Timings of Committees

6. Due to the timings of committees, reports will be forwarded by email to one or other committee, to ensure each actual committee meeting receives up-to-date

information. The report cycles and whether a report will be presented in person to the committee or by email is set out below. Each report will be shared with each committee (either in person or by email), meaning there will have been four reports delivered between November 2022 and March 2023.

<b>Committee</b>	<b>SCDC E&amp;S*</b>	<b>CCC S&amp;RS**</b>
10 November E&S	Report in person	Report by email
30 January S&RS	Report by email	Report in person
23 February E&S	Report in person	Report by email
27 March S&RS	Report by email	Report in person

\*Employment & Staffing Committee (SCDC)

\*\* Strategy & Resources Scrutiny Committee (CCC)

## Data Analysis

7. Members will recall that the trial is being measured on the basis of two key data sets: our standard quarterly Key Performance Indicators (KPIs) (to measure whether performance is being maintained across the Council) and an extensive Health & Wellbeing survey undertaken by a third party (to measure whether employee Health & Wellbeing has improved). An identical survey was carried out in August 2022, before the 4dw trial was announced internally, to provide baseline data.
8. It should be noted that the data presented in this report is very early data. Taken in isolation, data from a single month cannot be used to determine the success or otherwise of any Council service area during the first month of the 4dw trial. The time period is too short as single events or issues, not necessarily related to the trial, can influence a single month's data. It is only when we have three months of KPI data and the results from another full Health & Wellbeing survey, will we be able to undertake the robust analysis required to determine the success (or otherwise) of the trial. This analysis will be carried out on the Council's behalf by Bennett Institute for Public Policy at Cambridge University, who have been working alongside the project team to support the data collection, methods, analysis etc.

At the time of writing this report the following data was available:

## Performance Data

9. January KPIs for most of our usual suite of KPIs, which is attached at Appendix A.

## Health & Wellbeing Data

10. A weekly 'pulse' survey is undertaken, which in no way substitutes for the far more detailed data that we will collect via the third party survey at the end of the trial, but does give a snapshot of the impact the 4DW trial is having so far.

11. Over the five weeks that we have collected this Health & Wellbeing data, an average of 100 people have responded every week (out of a trial cohort of 470 desk-based colleagues). The data is set out at Appendix B.

## **General Feedback**

12. The 4DW results in significant cultural change for an organisation, and while the Council was extremely well prepared, having spent the three months from October – December 2022 planning for the trial, there were inevitably some more minor issues that were not predicted during the trial – as we expected there would be.

13. A number of colleagues have commented in the pulse survey about the change of pace during working hours, which most people seem to have coped well with, while this continues to be an area of focus for some. The majority of internal meetings are now planned on Tuesday, Wednesday or Thursday, meaning that all full-time colleagues have one mainly clear day in which to do focused work. A number of colleagues have commented on how valuable this ‘clear’ day is in terms of improving productivity. Many colleagues have also reported using their calendar more effectively to plan work (not just meetings).

14. For those colleagues who have reported positively, they have tended to mention that it has taken some time to adjust, that their time at work is a bit more pressurised, but well worth it in terms of having the extra time off, that they have experienced significant mental and physical health improvements in just six weeks, and that they recognise that through changing the way they work they are more productive.

15. For those colleagues who have reported negatively, they have tended to be most concerned about their workload (often reporting that it was a struggle to complete their work before the trial started). We are putting in place some support for these colleagues to ensure that they have the opportunity to change the way they work, through time management, ICT, and other mechanisms – as it has always been clear that it would not be possible to squeeze a full-time job into four days without changing how the work is carried out.

16. The Contact Centre has extended its opening hours to offer an early evening service one night a week, which formed part of the trialling new approaches to work concept. This will be monitored throughout the trial.

## **Implications**

17. 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**

18. There are no financial implications for the trial.

## **Legal**

19. There are no legal implications for the trial.

## **Staffing**

20. All staff involved in the trial have the opportunity to complete the 'pulse' survey and more detailed mid-point feedback is being collected via managers.

## **Equality and Diversity**

21. There are no E&D issues related to the trial. If the trial is extended a full EQiA will be undertaken.

## **Health & Wellbeing**

22. The Health & Wellbeing of colleagues is one of the key metrics that will be tested after the trial.

## **Alignment with Council Priority Areas**

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

23. The trial is a significant exercise in understanding whether we can achieve the benefits of a 4DW, thus maintaining services to residents and improving the health and wellbeing of employees.

## **Background Papers**

**SCDC:** [Trialling a four-day week at the Council - Report for Cabinet.pdf \(modern.gov.co.uk\)](#)

**CCC:** [220914 SR 10 October 4 day week.pdf \(cambridge.gov.uk\)](#)

## **Appendices**

Appendix A: Performance Data  
Appendix B: Health & Wellbeing Data

**Report Authors:**

Liz Watts – Chief Executive  
Telephone: (01954) 712926

Cat Quy – Senior Project Manager  
Telephone: (01954) 713245

Kevin Ledger – Senior Policy and Performance Officer  
(01954) 713018

## Appendix A: Performance Data

### January results for monthly Key Performance Indicators:

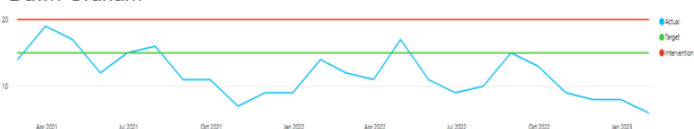
#### Key Performance Indicator and Owner, organised by Directorate and Service Area

Actual Target Intervention

#### Benefits

##### FS112 Average number of days to process new HB/CTS claims

Dawn Graham



Month	Actual	Target	Intervention
Nov	8	15	20
Dec	8	15	20
Jan	6	15	20

##### FS113 Average number of days to process HB/CTS change events

Dawn Graham



Month	Actual	Target	Intervention
Nov	5	10	15
Dec	3	10	15
Jan	4	10	15

#### Revenues

##### FS102 % Housing Rent collected

Katie Kelly

Line chart not included for this PI - chart scale means result is indistinguishable from the target.

Month	Actual	Target	Intervention
Nov	97.22	97.3	95.35
Dec	97.25	97.7	95.75
Jan	97.66	97.3	95.35

##### FS104 % Business Rates collected (year to date)

Katie Kelly

Line chart not included for this PI - chart scale means result is indistinguishable from the target.

Month	Actual	Target	Intervention
Nov	77.00	77.85	76.29
Dec	84.50	86.30	84.57
Jan	93.80	95.5	93.59

**FS104 context:** The collectible debt increased by £1.5m in December, largely due to two very large assessments being added to the rating list. Bills on these properties are not due to be paid until 1st Feb, with improvements expected for February and March.

##### FS105 % Council Tax collected (year to date)

Katie Kelly

Line chart not included for this PI - chart scale means result is indistinguishable from the target.

Month	Actual	Target	Intervention
Nov	77.1	79.0	77.42
Dec	86.3	88.5	86.73
Jan	95.4	97.8	95.84

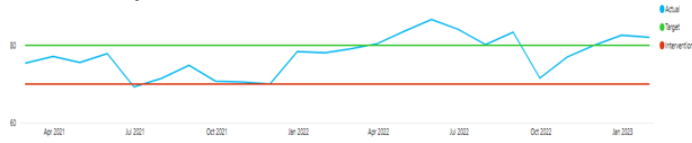
**FS105 context:** Throughout this year council tax collection performance has tracked under target, largely due to customers choosing to pay across 12 months instead of 10.

January's result was expected to continue with this trend before more positive results that are expected for February and March, as instalments become due.

**Contact Centre**

**CC302 % calls to the Contact Centre resolved first time**

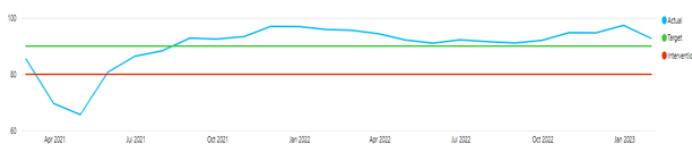
Jeff Membery



Nov	80.0	80	70
Dec	82.6	80	70
Jan	81.0	80	70

**CC303 % of calls to the Contact Centre that are handled (answered)**

Jeff Membery



Nov	94.74	90	80
Dec	97.37	90	80
Jan	91.02	90	80

**CC307 Average call answer time (seconds)**

Jeff Membery



Nov	78	100	180
Dec	35	100	180
Jan	139	100	180

**CC307 context:** January's increase was within the context of an additional 1956 calls in comparison with December's call volumes. The overall result was also particularly impacted by a high average call answer time on one particular day (30 Jan), during which 629 calls were received – 109 more than on the next busiest day of the month. This is linked to approximately 1,500 Council Tax recovery letters being delivered on Friday 27 Jan and over the weekend, resulting in a higher number of calls on the Monday. Statistics show that Mondays are consistently the busiest day of the week for the Contact Centre even under normal circumstances.

**Land Charges**

**SX025 Average Land Charges search response days**

Heather Jones



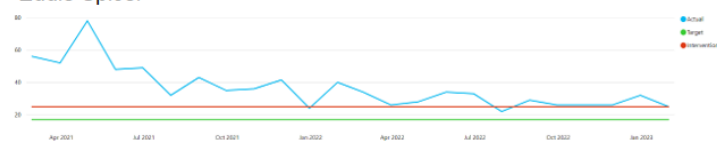
Nov	11.27	12	15
Dec	8.17	12	15
Jan	11.73	12	15

**SX025 context:** The increase in January's result is largely due to the inclusion of responses that were subject to a small delay due to the Christmas period. The 11.73 days result remains better than target and reflects the trend of improvement that was seen throughout quarter 3.

**Housing and Property Services**

**AH211 Average days to re-let all housing stock**

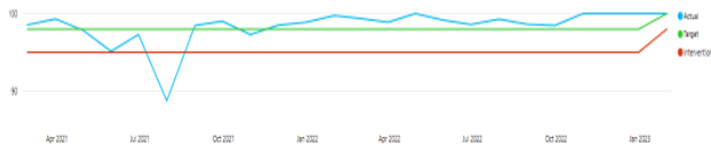
Eddie Spicer



Nov	26	17	25
Dec	32	17	25
Jan	25	17	25

**SH332 % emergency repairs in 24 hours**

Eddie Spicer



Nov	100	98	95
Dec	100	98	95
Jan	100	100	98

**January results for Key Performance Indicators that are usually monitored quarterly:**

FS125 – Staff sickness days per FTE (excluding Shared Waste Service staff) (non-cumulative)

Month	Actual	Target adjusted for monthly	Intervention adjusted for monthly
Nov	0.56 days per FTE	0.58 per month (3.25 per quarter)	1.33 per month (4 per quarter)
Dec	0.60 days per FTE	As above	As above
Jan	0.54 days per FTE	As above	As above

**Additional results of relevance:**

Our usual KPIs relating to the Greater Cambridge Planning Service (GCPS) align with national measures of local authority Planning performance and present a cumulative view of performance over two-year periods. Providing January results in this format would provide limited insight into performance since the 4-day week trial commenced.

The below figures are a departure from our usual KPIs and as such do not have targets attached. For this reason, Red/Amber/Green statuses have not been applied. They do, however, provide a clearer view of GCPS performance on the run up to and since the beginning of the trial

**Major Planning Applications:**

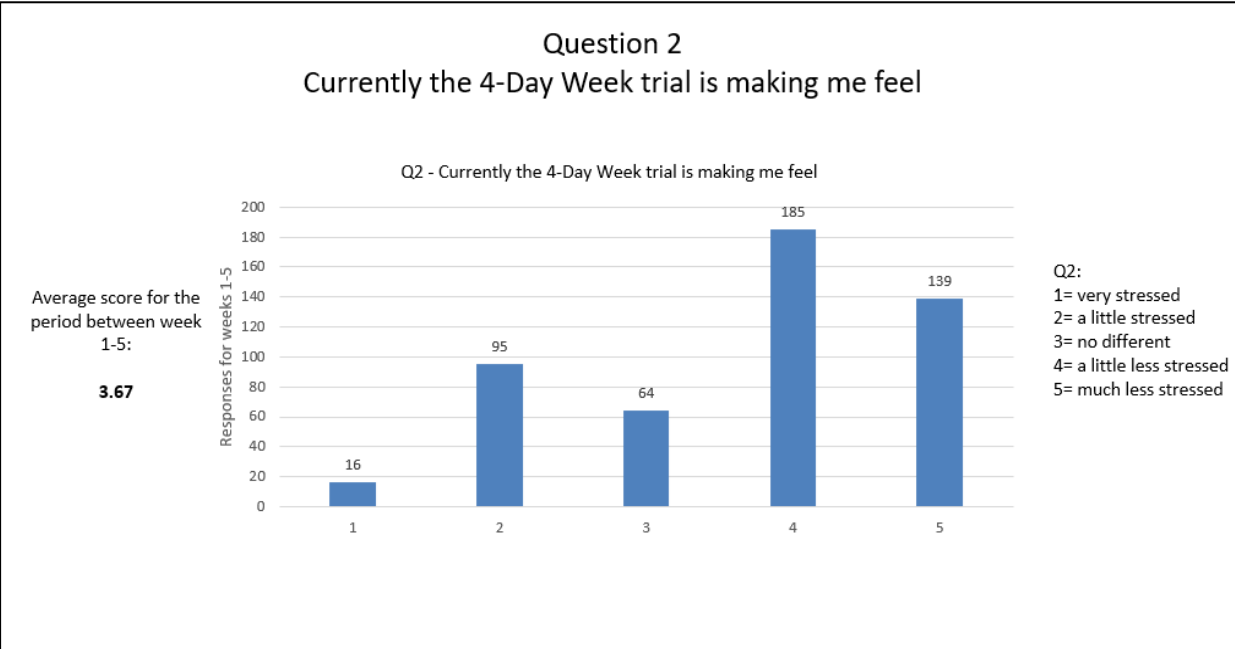
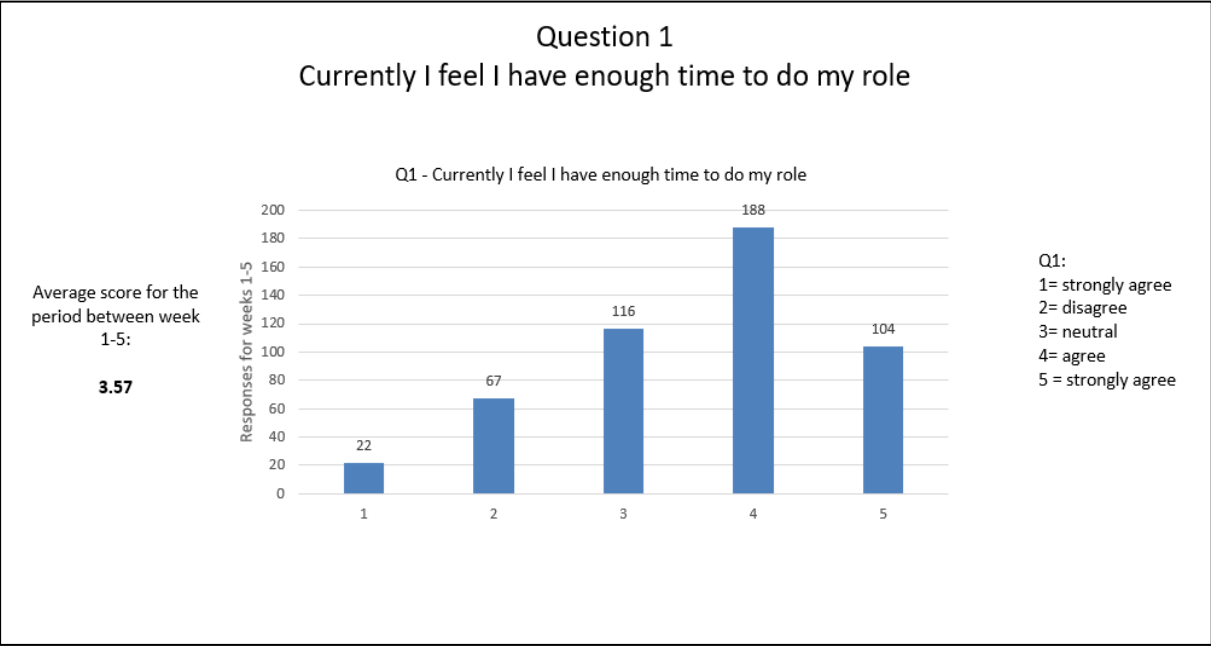
Month	Number of SCDC decisions	Number of Cambridge City decisions	Total number of decisions
Nov	8	1	9
Dec	3	4	7
Jan	4	3	7



**Non-major Planning Applications:**

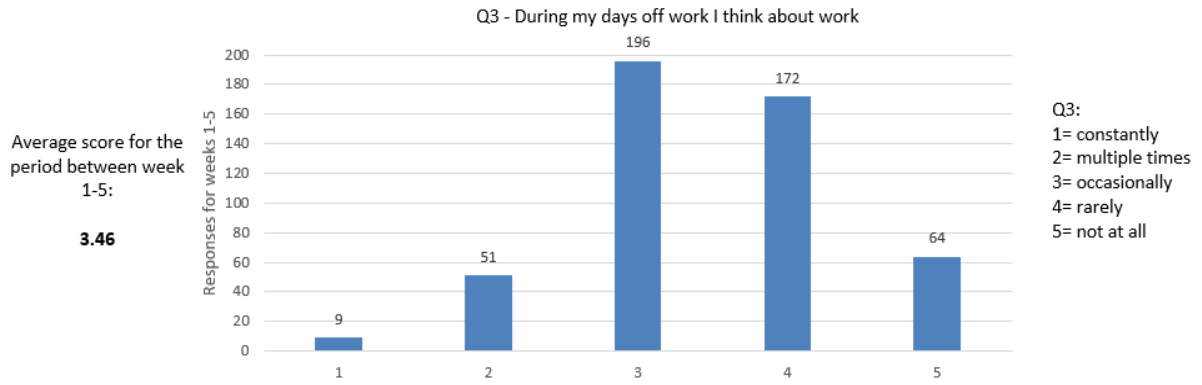
<b>Month</b>	<b>Number of SCDC decisions</b>	<b>Number of Cambridge City decisions</b>	<b>Total number of decisions</b>
Nov	133	78	211
Dec	149	91	240
Jan	179	115	294

# Appendix B: Health & Wellbeing Data



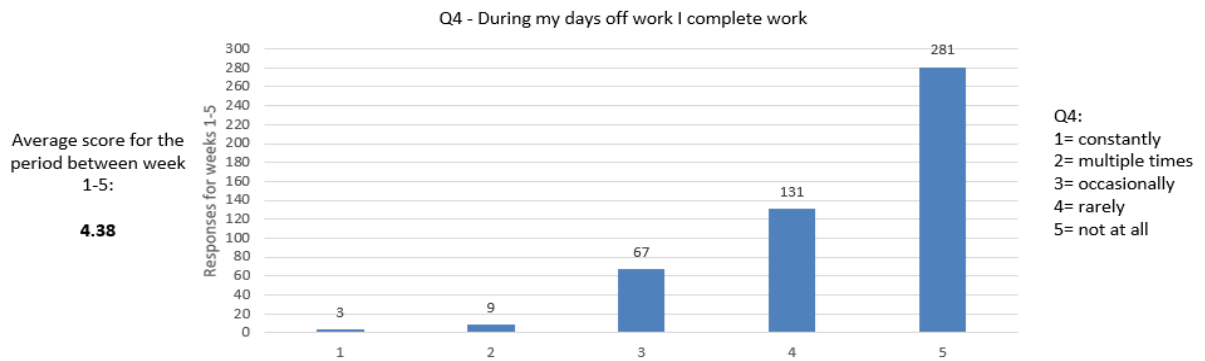
### Question 3

During my days off work I think about work



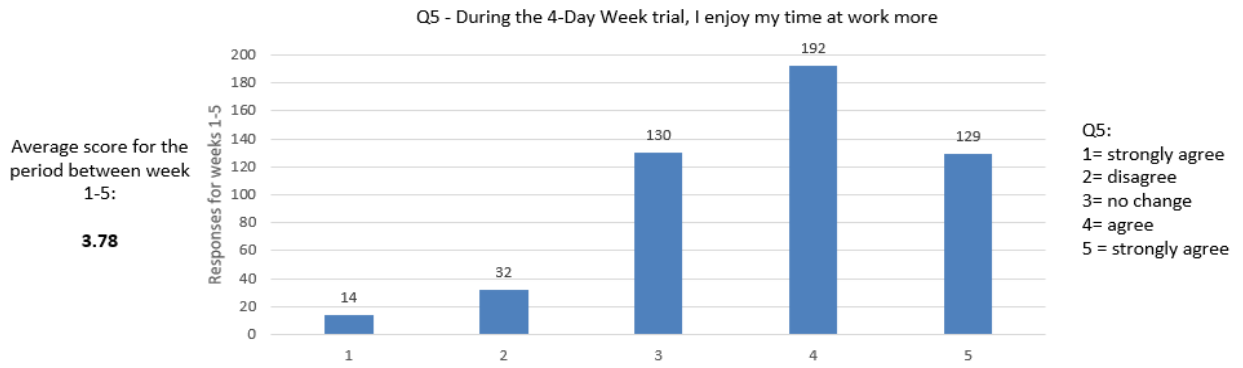
### Question 4

During my days off work I complete work



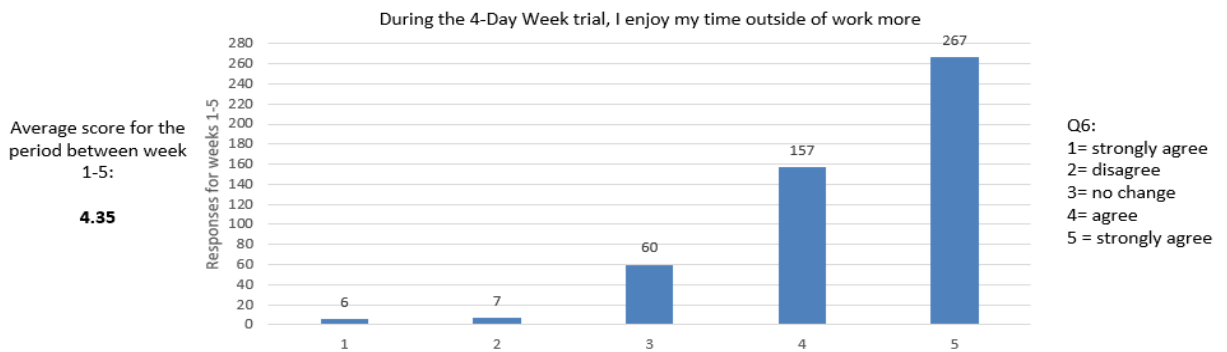
### Question 5

During the 4-Day Week trial, I enjoy my time at work more



### Question 6

During the 4-Day Week trial, I enjoy my time outside of work more



# Agenda Item 5



**South  
Cambridgeshire**  
District Council

<b>Report to:</b>	Employment and Staffing Committee 23 February 2023
<b>Lead Cabinet Member:</b>	Cllr John Williams
<b>Lead Officer:</b>	Jeff Membery

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## Pay Policy Statement

### Executive Summary

1. The localism Act 2011 requires that the Council have a pay policy statement to increase accountability, transparency, and fairness in the setting on local pay and overall reward strategy.

### Recommendations

2. That the Employment Committee:
  - a. consider the updated pay policy statement as required by the Localism Act;
  - b. recommend the pay policy statement to Full Council

### Reasons for Recommendations

3. The pay policy statement, as drafted for South Cambridgeshire District Council, fulfils the requirement as defined in the Localism Act 2011

### Details

4. The Localism Act 2011 requires English local authorities to produce a statutory pay policy statement for each financial year. The pay policy statement must be approved by a resolution of Full Council and must include pay and other remuneration for chief officers and other employees, including the lowest paid.
5. The Act defines remuneration widely, to include pay, charges, fees, allowances, benefits in kind, pension and termination payments.
6. The Councils strategy must balance securing and retaining high quality employees whilst maintaining pay equality and avoiding excessive pay rates. The authority should be satisfied that its policy is workable, reasonable and affordable.
7. The previous pay policy statement in 2022 was approved and this has been updated with the latest salary scales and organisational job titles.
8. The report also includes the latest Gender Pay Gap figures, which are required to be published under the Equality Act 2010. This year's figures continue to buck the national trend and the gap here is in favour of females, due to our male dominated large operational workforce and female senior leadership.

## **Options**

1. None

## **Implications**

9. 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**

10. Salaries referred to within the statement are within budget

## **Legal**

11. The Localism Act 2011 requires the Council to have a Pay Policy Statement.

## **Equality and Diversity**

12. The Council pay grades and evaluation method meets the requirement of the Equality Act 2010

## **Consultation responses**

13. The Council recognises trade unions whom it consults on matters of annual pay agreement and whom agreed the Single Status Agreement.

## **Alignment with Council Priority Areas**

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

14. The pay policy statement promotes transparency, accountability and fairness in the setting of local pay.

## **Appendices**

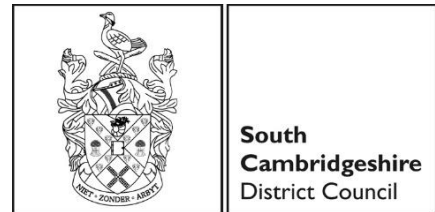
Appendix A: Pay policy Statement 2023

**Report Author:**

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# Pay Policy Statement 2023

## Introduction

This Pay Policy statement covers the posts of chief executive, chief operating officer, joint director, assistant directors and heads of service. This also includes a temporary post of NNDR & Council Tax (Business Rates Pool) which ends on 01/03/2023.

The Localism Act 2011 ('the Act') requires English local authorities to produce a pay policy statement for each year. The Act states that the policy must include the council's approach to pay and other remuneration for senior managers, chief officers and other employees, including the lowest paid.

The Act defines remuneration widely, to include pay, charges, fees, allowances, benefits in kind, pension and termination payments.

The pay policy statement:

- must be approved formally by Full Council by the end of March each year
- can be amended during the year

## Scope

The Pay Policy Statement applies to the following posts at South Cambridgeshire District Council:

- Chief Executive (Head of the Paid Service)
- Chief Operating Officer
- Joint Director (Greater Cambridge Planning Service)
- Assistant Directors (Greater Cambridge Planning Service)
- Heads of Service
- Temporary post of NNDR & Council Tax (Business Rates Pool) which ends on 01/03/2023

## Part 1 Pay and Benefits

## 1.1 Salary

The 2022/2023 salary scales for the above posts are presented in the table below

	Pay point £	Pay point £	Pay point £	Pay point £	Pay point £	Pay point £
Chief Executive	121,661	125,083	128,502	131,924	135,345	138,766
Chief Operating Officer	98,855	102,276	105,696	109,115	112,538	115,959
Joint Director	98,855	102,276	105,696	109,115	112,538	115,959
Assistant Director	67,740	70,081	72,418	74,757	77,096	79,434
Head of Service (Grade 10)	67,740	70,081	72,418	74,757	77,096	79,434
Head of Service (Grade 11)	79,434	82,440	85,447	88,456	91,461	94,470
NNDR & Council Tax (Business Rates Pool)	115,959	N/A	N/A	N/A	N/A	N/A

## 1.2 Pay Awards

The council has local arrangements for the negotiation of annual pay awards with trade unions formally recognised by the council, namely GMB and Unison.

Reference is made to the nationally negotiated pay award for chief executives, chief officers and other local government employees. The national negotiating bodies are:

- Joint Negotiating Committee for Chief Executives (JNC)
- Joint Negotiating Committee for Chief Officers (JNC)
- National Joint Committee for Pay and Conditions of Service for Local Government (NJC)

The council will also have regard to the Living Wage Foundation hourly rate when it agrees annual pay awards for its staff each year. The council, however, does not intend to seek formal accreditation from the Living Wage Foundation.

## 1.3 Terms and Conditions of Employment

Terms and conditions of employment for the chief executive are determined in accordance with collective agreements, negotiated by the Joint Negotiating Committee for Chief Executives.

Terms and conditions of employment for the chief operating officer are determined in accordance with collective agreements, negotiated by the Joint Negotiating Committee for Chief Officers.

Terms and conditions of employment for the joint director, assistant directors, heads of service and all other employees are determined in accordance with collective agreements, negotiated by the National Joint Committee for Pay and Conditions of Service for Local Government.

These are supplemented by local collective agreements reached with trade unions formally recognised by the council and by the rules of the council.

#### **1.4 Remuneration on Recruitment**

The Council will approve the appointment of the Head of the Paid Service, Chief Finance Officer (Section 151) and Monitoring Officer (statutory appointments) following a recommendation by the Employment and Staffing Committee or sub-committee of the council, which must include at least one member of the Executive. Full Council may only make or approve the appointment of these posts where no well-founded objection has been made by any member of the Executive. The salary on recruitment will be within the current salary range of these posts at that time.

Employment and Staffing Committee or Sub-Committee of the Council, which must include at least one member of the Executive, will appoint a chief operating officer and joint director. An offer of employment as chief operating officer or joint director can only be made where no well-founded objection from any member of the Executive has been received. The salary on recruitment will be within the current salary range of these posts at that time.

Appointment of assistant directors and heads of service is the responsibility of the chief executive or his/her nominee and may not be made by councillors. The salary on recruitment will be within the current salary range of these posts at that time.

Rules governing the recruitment of the chief executive, chief operating officer, joint directors and all other staff are set out in the Council's constitution in section: Part 4 Rules of Procedure - Officer Employment Procedure Rules.

#### **1.5 Bonus Payments**

There are no bonus arrangements payable to the chief executive, chief operating officer, joint director, assistant directors or heads of service.

#### **1.6 Progression through Pay Grades**

The salary of employees within the scope of this policy rises by increments to the top point of their salary grade, subject to good performance. Progression through the pay grade is determined by assessment of the employee's performance against competencies and objectives in line with the Council's Performance Development Policy (PDP).

#### **1.7 Salaries over £100,000**

The posts of chief executive, chief operating officer, joint director and NNDR and Council Tax (Business Rates) are the only posts that carry salaries of over £100,000.

#### **1.8 Publication of salary data**

Salary data for the chief executive, chief operating officer, joint director, assistant directors and heads of service is published on the council's website.

For the chief executive, chief operating officer, joint directors this includes name, job title, actual salary, expenses and any election fees paid. For assistant directors and heads of service this includes salary by post title. This pay policy statement once approved by Full Council is published on the council's website under Senior Staff salaries.

## **1.9 Expenses**

The expenses which may be payable to the chief executive, chief operating officer, directors, or head of service (and all other employees) are as follows:

- Car/Motorcycle/Bicycle/Passenger allowance – these are stated in the Council's Mileage policy (HMRC rates)
- Re-imbursment of travel and subsistence – this is in accordance with the council's stated policy
- Payments under the eye test scheme as stated within the council's Health & Safety policy
- One professional subscription per annum

## **Part 2 Recruitment and Retention Policies**

### **2.1 Market Factor Supplements, retention payments and Golden Hellos**

There are occasions when the salary determined by the grading for a post results in an inability to successfully recruit to or retain staff in specific posts or occupational areas, this may be due to fluctuations in the job market supply.

These recruitment and retention problems can affect ability to deliver services to our residents. In such cases it may be appropriate to pay a Golden Hello, retention payment and/or market supplement in addition to the salary where there is evidence to justify that market factors are the "material reason" for the post attracting a higher rate of pay than other posts graded similarly. Any Golden Hello, retention payment or additional market supplement will be made in accordance with the council's Golden Hello, Retention Policy or Market Factor Supplement policy.

### **2.2 Relocation scheme**

The council has an agreed relocation scheme (based on HMRC rates and guidance). The scheme is aimed at enabling recruitment to reach a wide pool of talent and to assist successful job applicants to relocate to the area.

### **2.3 Other Benefits**

The council's childcare voucher scheme was closed to new members from October 2018, the scheme has been replaced by a Government tax-free childcare scheme. Employees who were members of the childcare voucher scheme prior to the closing date will remain able to use the scheme until such time as they change job or employer or the council stops supporting the scheme. This scheme is delivered in conjunction with Vivup/Fideliti as the provider.

Employees within the scope of this policy are entitled to participate in the council's Cycle for Work scheme whereby employees can sacrifice part of their salary to lease cycles for travel to work. The amount sacrificed is exempt for income tax and national insurance contributions and therefore represents a saving for participating employees.

Employees within the scope of this policy are entitled to participate in the council's Green Car scheme whereby employees can sacrifice part of their salary to lease an electric or hybrid car for travel to work. The amount sacrificed is exempt for income tax and national insurance contributions and therefore represents a saving for participating employees.

## **Part 3 Severance Payments and Support**

### **3.1 Severance payments**

Severance payments are made in accordance with the council's Organisational Change and Redundancy policy and are calculated in the same way for all staff.

Employees with more than two years' continuous service will be entitled to redundancy pay in line with local government guidelines and statutory calculations. Where the employee is entitled to a redundancy payment, the calculation is based on the employee's actual weekly pay (in line with maximum salary limits).

The council provides career counselling and out placement support for employees facing redundancy, this includes job search and interview skills and other individual support.

Settlement agreements will only be used in exceptional circumstances where they represent best value for the Council.

## **Part 4 Pension and Pension Enhancements**

### **4.1 Local Government Pension Scheme**

All employees within the scope of this policy are entitled to and, receive pension contributions from the Local Government Pension scheme (LGPS). This is a contributory scheme and employees contribute between 5.5 and 12.5% of their salary to the scheme. Changes to the LGPS regulations were implemented in April 2014. This amended contribution rates and changed the scheme from a final salary scheme to a career average (CARE) scheme.

The employer contribution rate is currently 17% i.e. the council contributes 17% of pensionable pay to the pension of a member of staff within the pension scheme. The rate of 17% is the same for all staff. The rate is reviewed every 3 years following a valuation of the fund by the appointed actuaries.

## **Part 5 Election Fees**

## **5.1 The Returning Officer**

The Returning Officer is the person who has the overall responsibility for the conduct of elections. The Returning Officer is an officer of the council who is appointed under the Representation of the People Act 1983. Although appointed by the council, the role of the Returning Officer is one of a personal nature and distinct and separate from their duties as an employee of the council. Elections fees are paid for these additional duties and they are paid separately to salary.

The chief executive is the council's Returning Officer.

Fees for District elections are set locally and are currently £372.72 per contested ward and £55.20 per uncontested ward.

The fees for Parliamentary, Police Commissioner, national referendums and European elections are set by the Government.

The fees for County Council elections are set by the County Council. The fees for the Combined Authority Mayoral election are set by the combined authority.

Fees for Parliamentary, European elections and district elections are pensionable.

Other officers, including senior officers within the scope of this policy, may receive additional payment for specific election duties.

## **Part 6 Pay Gap Reporting**

### **6.1 Relationship to Lowest Paid Employees**

The lowest pay grade of the council's pay structure is Grade 1. For this reason, we have chosen staff employed (excluding apprentices) in Grade 1 as our definition of the 'lowest paid' for the purposes of this policy. Ratios are based on base salary and do not include other payments such as overtime.

Grade 1 pay values range from £17,962 to £21,222 per annum.

The council, as part of annual pay negotiations in 2022, introduced a minimum hourly rate of £11 per hour and adjustments to pay for the lowest paid were made at this time to reflect the minimum of £11 per hour. Therefore, the annual salary for the lowest paid employee (excluding apprentices) is currently £21,222 per annum (pro rata for part time). At this time, the council also agreed the deletion of SCP points A-J from our pay scales and the movement of anyone currently on these points to point 1 instead.

The chief executive's salary grade ranges from £121,661 to £138,766.

The current ratio between the chief executive's current salary and the lowest paid employee is 1:7.7.

The council does not have a policy on maintaining or reaching a specific pay ratio between the lowest and highest paid staff.

The gender balance of the highest grades (staff in post at 31 March 2022) of SCDC earners is 57% females to 43% males.

## 6.2 Gender Pay Gap Reporting

In 2017 equality regulations were introduced on Gender Pay reporting. South Cambridgeshire District Council is required to publish information under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. The definitions and types of information to be reported are defined in the regulations and to aid understanding the definitions are shown below, together with the data. The council's data was last reported in February 2023 for the year 2021/2022.

### Mean Gender Pay Gap based on 2022 figures

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees. This is shown as a percentage.

The mean gender pay gap is – **10.51%** in favour of females

A **mean** average involves adding all the numbers and dividing the result by how many numbers were in the list.

### Median Gender Pay Gap based on 2021 figures

The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees. This is shown as a percentage.

The median gender pay gap is **-17.68%** in favour of females

A median average involves listing all the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

### Median Bonus Gender Pay Gap

The median bonus gender pay gap is not applicable as we do not pay bonuses.

### Proportion of males and females in each quartile pay band based on 2022 figures

This calculation requires an employer to show the proportions of male and female full-pay relevant employees in quartile pay bands, which is done by dividing the workforce into four equal parts.

There are four sections (called quartiles) with an equal number of employees in each section (or as close as possible to this). The quartiles (from the lowest to highest) are called the lower quartile, the lower middle quartile, the upper middle quartile, and the upper quartile.



Quartile	Female	Male	Grand Total	Female %	Male %
Lower Quartile	40	107	147	27	73
Lower Middle Quartile	83	72	155	54	46
Upper Middle Quartile	90	58	148	61	39
Upper Quartile	88	67	155	57	43

The mean and median figures above reflect the fact that the Council's workforce in the bottom quartile is mainly male as the council directly employs refuse operatives and drivers in a shared service for two Councils (SCDC and Cambridge City Council).

## **7.0 Tax Avoidance**

The Council takes tax avoidance seriously and will seek to appoint individuals to vacant positions using normal recruitment procedures on the basis of contracts of employment and, apply direct tax and National Insurance deductions from pay through the operation of PAYE.

Where consultants are recruited, the Council will seek to avoid contractual arrangements which could be perceived as being primarily designed to reduce significantly the rate of tax paid by that person, such as paying the individual through a company effectively, controlled by him or her.

These principles will be embedded in contract clauses and guidance for managers when employing consultants.

## **8.0 Re-engagement of former South Cambridgeshire District Council staff within the scope of this policy**

### **8.1 Recruitment**

All permanent or fixed term posts are advertised in accordance with the council's recruitment policies and appointment is made on merit, in accordance with the rules governing the recruitment of the chief executive, chief operating officer, joint directors, assistant directors and heads of service set out in the council's constitution in section: Part 4 Rules of Procedure - Officer Employment Procedure Rules.

Interim management appointments are made in accordance with the council's procurement policies and the provisions for contract for services.

### **8.2 Chief Executive, Executive Director, Directors**

The council will not normally re-engage under a contract of services or re-employ any individual who has previously been employed by the Council and, on ceasing to be employed, is in receipt of a severance or redundancy payment or agreement which includes the early release of pension.

## **9.0 Apprentices**

The council engages a number of apprentices. The apprentice roles are either:

- Existing posts within service area structures for employees who are identified for development in their current or future roles.
- 2-year fixed term posts funded specifically for apprenticeships.

The range of apprenticeships offered are as follows:

- Level 2 – Business Administration and Customer Service
- Level 3 – Business Administration, Customer Service, HR Support, Team Leader/Supervisor
- Level 4 - Associate Project Manager and Procurement.
- Level 5 – Department/Operations Manager
- Level 6 - Environmental Health Degree and Chartered Manager's Degree
- Level 7 - Chartered Town Planner and Senior Leader

## **10.0 Publication of the Pay Policy Statement**

This pay policy statement once approved by Full Council will be published on the Councils website.

# Agenda Item 6



<b>Report to:</b>	Employment & Staffing Committee 23 February 2023
<b>Lead Cabinet Member:</b>	Cllr John Williams – Lead Cabinet Member for Resources
<b>Lead Officer:</b>	Jeff Membro – Head of Transformation, HR and Corporate Services

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## Workforce Breakdown Report

### Executive Summary

1. This report presents SCDC workforce breakdown information as of 31 March 2022. Under the Public Sector Equality Duty, the Council is required to publish information relating to employees who share a protected characteristic each year. The report also provides an evidence base that can be used to review and agree activities for the promotion of Equality, Diversity and Inclusion (EDI) activities going forward.

### Key Decision

2. No

### Recommendations

3. It is recommended that Employment and Staffing Committee:
  - a) Review and note the workforce breakdown information provided within the Workforce Breakdown Report at **Appendix A**.

### Reasons for Recommendations

4. The review of this information on an annual basis helps the Council to meet obligations under the Public Sector Equality Duty. It also helps to inform the

ongoing development of SCDC's Equality, Diversity and Inclusion agenda and programme of activities.

## Details

5. Full details are provided within the Equality in Employment Report itself, located at **Appendix A**.
6. Some selected highlights from the report are as follows:
  - 5.7% of employees identified as either Black, Asian, Mixed Ethnicity or Other Ethnic Group (5.8% last year). This is largely unchanged from March 2021 and compares with 11% of South Cambs residents.
  - Representation from Black, Asian, Mixed Ethnicity and Other ethnicity groups across the Council's was broadly similar across the Council's pay bands. The biggest variations were at:
    - Grade 6 - made up of 21% of staff identifying as Black, Asian, Mixed or Other ethnicity compared with 14% of staff identifying as White.
    - Grade 2 - made up of 8% of staff identifying as Black, Asian, Mixed or Other ethnicity compared with 15% of staff identifying as White.
    - Grade 5 - made up of 13% of staff identifying as Black, Asian, Mixed or Other ethnicity compared with 18% of staff identifying as White
  - 9.3% of staff declared a disability (up from 8.3% previous year). This compares with 14.8% in the wider South Cambs population.
  - Distribution of those declaring a disability across the pay grades is very similar to those not declaring a disability. The biggest variations were at:
    - Grade 3 – made up of 25% of staff declaring a disability compared with 21% of staff who do not declare a disability.
    - Grade 5 - made up of 20% of staff declaring a disability compared with 17% of staff who do not declare a disability.

- The biggest age category in terms of representation amongst SCDC staff is 45-54 (26.2%).
- The category with the biggest growth since March 2021 was 55-64, increasing from 131 staff in March 2021 to 158 (22.6%) in March 2022. Increases were also seen in the 25-34 and 65+ categories.
- 3.01% of the workforce identified as either Lesbian, Gay or Bi-sexual. This is higher than is the case for the South Cambs population (2.38%). Note – 14% of staff chose not to disclose their sexual orientation.
- 46.8% of staff identified as being of no religion, and 35.8% identified as Christian (note 14.5% chose not to declare).

## **Implications**

7. 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**

8. There are no financial implications in relation to the Workforce Breakdown Report.

### **Legal**

9. The primary legal implication is in ensuring that the Council meets its duties under the Public Sector Equality Duty and Equality Act 2011, as previously detailed within this report and at Appendix A.

### **Staffing**

10. The report provides a breakdown of the SCDC workforce, with a particular focus on protected characteristics.

### **Equality and Diversity**

11. The Workforce Breakdown Report is a key element of the work that is undertaken on an ongoing basis to help continually develop the organisation's equality agenda, and to ensure that equality legislation is met.

12. The Council's Equality Scheme sets out three key equality objectives. This report links closely with the second of these, which states:

South Cambridgeshire District Council is an employer that values difference and recognises the strength that a diverse workforce brings

### **Health & Wellbeing**

13. There are no immediate Health & Wellbeing implications, however the promotion of an inclusive working environment is an important contributing factor to the Health and Wellbeing of SCDC staff and the workforce as a whole.

### **Alignment with Council Priority Areas**

14. The Workforce Breakdown Report primarily links to the Modern and Caring Council Business Plan Priority Areas, however having a diverse and inclusive workforce can be seen to have a positive impact on all areas of the organisation, including delivery of the remaining three priority areas.

### **Background Papers**

[Equality scheme \(2022 Revision\)](#)

### **Appendices**

Appendix A: SCDC Workforce Breakdown Report (Data as of 31 March 2022)

### **Report Authors:**

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(01954) 713018

Clare Lomer Hill – HR Advisor

# South Cambridgeshire District Council Workforce Breakdown Report (Data as of 31 March 2022)



Appendix A

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## Appendix A Introduction

This report details the profile of South Cambridgeshire District Council's workforce, as of 31 March 2022. It provides an evidence-base to help the Council to identify actions to ensure that we are **'an employer that values difference and recognises the strength that a diverse workforce brings'**, as detailed in our [2020-24 Equality Scheme](#).

### The Legal Context

Under the Public Sector Equality Duty public authorities, such as South Cambridgeshire District Council (SCDC), are required to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation.
- Advance equality of opportunity between those who share a protected characteristic and those who do not.
- Foster good relations between those who share a protected characteristic and those who do not.

The Public Sector Equality Duty also requires public authorities to publish information relating to employees who share a protected characteristic. This helps the organisation to understand key equality issues within its workforce.

Throughout this report, SCDC workforce profile data is presented against data for South Cambridgeshire district, as well as for the county of Cambridgeshire.

### Workforce Profile

As at the 31 March 2022, the number of staff employed by South Cambridgeshire District Council (SCDC) was 698.

Appendix A

**Ethnicity – Overall Profile**

Ethnicity	SCDC Count	SCDC %	Direction of travel (%)	South Cambridgeshire % (2021 Census)	Cambridgeshire % (2021 Census)
Asian/Asian British: Bangladeshi	3	0.4	- 0.07	0.3	0.6
Asian/Asian British: Chinese	2	0.3	No change	1.2	1.4
Asian/Asian British: Indian	6	0.9	No change	2.6	1.9
Asian/Asian British: Other Asian	4	0.6	- 0.23	1.2	1.4
Asian/Asian British: Pakistani	2	0.3	No change	0.5	0.6
Black/African/ Caribbean/Black British: African	6	0.9	-0.15	0.9	1.0
Black/African/ Caribbean/Black British: Caribbean	4	0.6	- 0.23	0.2	0.3
Black/African/ Caribbean/Black British: Other Black	0	0	No change	0.2	0.2
Mixed/Multiple Ethnic Group	7	1	No change	2.8	2.9
Other Ethnic Group	5	0.7	+ 0.12	1.1	1.3
White: British, Irish or Other	615	88.1	No change	89	88.6
Not Disclosed / Provided	43	6.2	+ 0.5	-	-



## Appendix A

- The total percentage of employees who identified as either Black, Asian, Mixed/Multiple Ethnic Group, or Other Ethnic Group was 5.7% (a marginal decrease from 5.8% last year). This compares with 11% of South Cambridgeshire residents, and 11.6% of Cambridgeshire residents.
  
- The ethnic groups showing the biggest difference between SCDC staff representation, and the wider South Cambridgeshire population are:
  - Mixed/Multiple Ethnic Group – 1.8% less representation amongst SCDC staff compared with the wider South Cambridgeshire population.
  - Asian/Asian British: Indian – 1.7% less representation amongst SCDC staff compared with the wider South Cambridgeshire population.
  - Asian/Asian British: Chinese – 0.9% less representation amongst SCDC staff compared with the wider South Cambridgeshire population.
  
- 6.2% (43 staff members) have not disclosed their ethnicity.

## Ethnicity – Pay Band Distribution

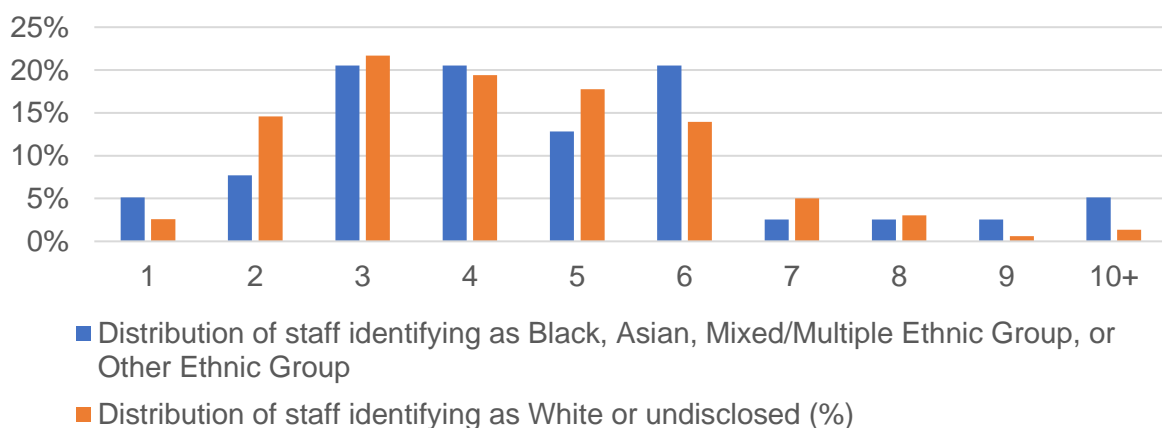
**Figure 1.2 - Ethnicity Pay Band Distribution:**

Pay Band →	1	2	3	4	5	6	7	8	9	10+
Number of staff identifying as Black, Asian, Mixed/Multiple Ethnic Group, or Other Ethnic Group	2	3	8	8	5	8	1	1	1	2
Number of staff identifying as White: British, Irish, or Other, or undisclosed	17	96	143	128	117	92	33	20	4	9

## Appendix A

- Figure 1.3 (below) shows the distribution of White: British, Irish or Other (W:BIOU) and Black, Asian, Mixed/Multiple Ethnic Group or Other Ethnic Group staff across the Council's pay band categories (1 to 10+).
- Due to the comparatively small number of SCDC staff identifying as Black, Asian, Mixed/Multiple Ethnic Group or Other Ethnic Group, both this and the W:BIOU grouping are shown on the graph as a percentage of these respective categories (rather than as a percentage of all staff). This allows easier comparison between the distribution of Black, Asian, Mixed/Multiple Ethnic Group or Other Ethnic Group and the distribution of White colleagues, and any potential differences in opportunity to be identified.
- While staff identifying as Black, Asian, Mixed/Multiple Ethnic Group, or Other Ethnic Group are likely to encounter different life and work experiences, an analysis of the distribution of more specific categories of ethnicity would not have been meaningful due to the lower numbers of staff involved.

**Figure 1.3 - Ethnicity Pay Band Distribution**



- The greatest levels of variation in relation to the representation at different pay bands are detailed below:

## Appendix A

- Pay Band 6 accounts for 21% of staff identifying as Black, Asian, Mixed/Multiple Ethnic Group, or Other Ethnic Group (down from 24% in 2021) and 14% of staff identifying as White or undisclosed (unchanged).
  - Pay Band 3 accounts for 21% of staff identifying as either Black, Asian, Mixed/Multiple Ethnic Group, or Other Ethnic Group (a decrease from 29% in 2021) and 22% identifying as White or undisclosed (unchanged).
  - Pay Band 2 accounts for 8% of staff identifying as either Black, Asian, Mixed/Multiple Ethnic Group, or Other Ethnic Group (an increase from 6% in 2021) and 15% of staff identifying as White or undisclosed (unchanged).
- Due to the lower numbers of staff identifying as Black, Asian, Mixed/Multiple Ethnic Group, or Other Ethnic Group, percentages in relation to this grouping are subject to greater fluctuation than is the case for the White and undisclosed grouping.

## Disability

**Figure 2.1 - SCDC Disability Profile:**

Disability	SCDC Count	SCDC %	Direction of travel (%)	South Cambridgeshire % (2021 Census)	Cambridgeshire % (2021 Census)
Staff declaring a disability	65	9.3	+ 1	14.8	16.4
Staff not declaring a disability	551	78.9	No change	85.2	83.6
Not disclosed	82	11.8	- 0.55	-	-

The percentage of employees who identify as having a disability is 9.3%, an increase from 8.3% at end of March 2021.

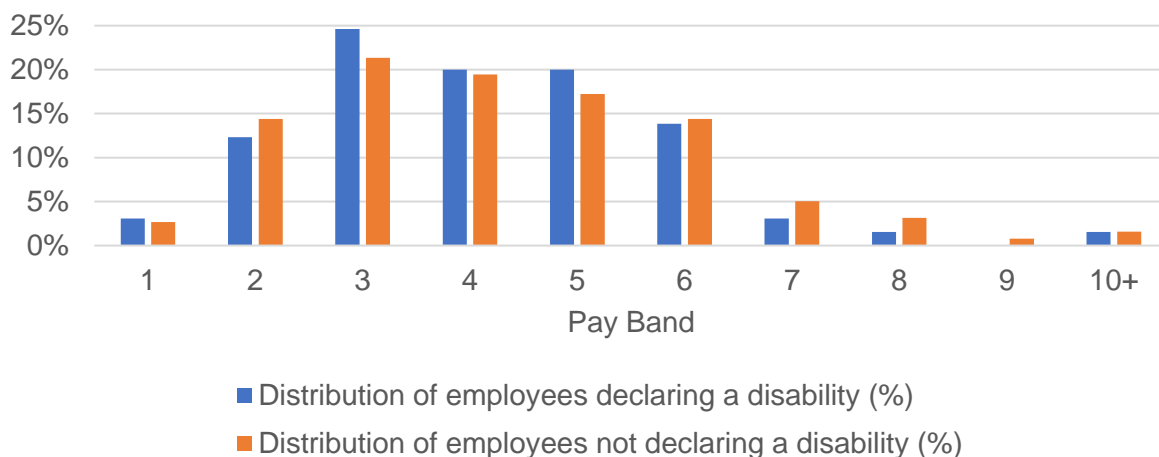
Appendix A

**Figure 2.2 - Disability Pay Band Distribution:**

Pay Band →	1	2	3	4	5	6	7	8	9	10+
Number of staff declaring a disability	2	8	16	13	13	9	2	1	0	1
Number of staff not declaring a disability	17	91	135	123	109	91	32	20	5	10

- Figure 2.3 (below) shows the distribution of staff declaring a disability and staff not declaring a disability or undeclared across each of the Council's pay band categories (1 to 10+).
- As is the case in relation to Figure 1.3, due to the comparatively small number of staff declaring a disability, both this and the staff not declaring a disability category are shown on the graph as a percentage of these respective categories (rather than as a percentage of all staff). This allows easier comparison between the distribution of the two groupings, and any potential differences in opportunity to be identified.

**Figure 2.3 - Disability Pay Band Distribution:**



## Appendix A

- The greatest levels of variation in relation to the representation at different pay bands are detailed below:
  - Pay Band 3 accounts for 25% of staff declaring a disability (unchanged) and 21% of staff not declaring a disability (a decrease from 25% in 2021).
  - Pay Band 5 accounts for 20% of staff declaring a disability (an increase from 17% in 2021) and 17% of staff not declaring a disability (a marginal increase from 16% in 2021).
  - Pay Band 2 accounts for 12% of staff declaring a disability (a marginal decrease from 13% in 2021) and 14% not declaring a disability (unchanged).
  - Pay Band 7 accounts for 3% of staff declaring a disability (a marginal increase from 2% in 2021) and 5% of staff not declaring a disability (unchanged).

## Gender

**Figure 3.1 - SCDC Gender Profile:**

Gender	SCDC Count	SCDC %	Direction of travel (%)	South Cambridgeshire % (2021 Census)	Cambridgeshire % (2021 Census)
Female	348	49.9	- 0.5	50.9	50.6
Male	350	50.1	+ 0.5	49.1	49.4
Other	0	0%	-	Not currently available	Not currently available

## Appendix A

- The Council is required to submit Gender pay gap reports annually, comparing how much the female employees are paid compared with males. The report showing results from 31 March 2022 are due at the end of March 2023 and will be published on the [gender pay gap](#) website once available. The headlines from the 2020-21 report were:
  - Women’s mean hourly pay was 9.5% higher than that of men. This means that for every £1 that male staff earned, female staff earned £1.20.
  - Women occupied 53.7% of the highest paid jobs and 27.3% of the lowest paid jobs.

## Age

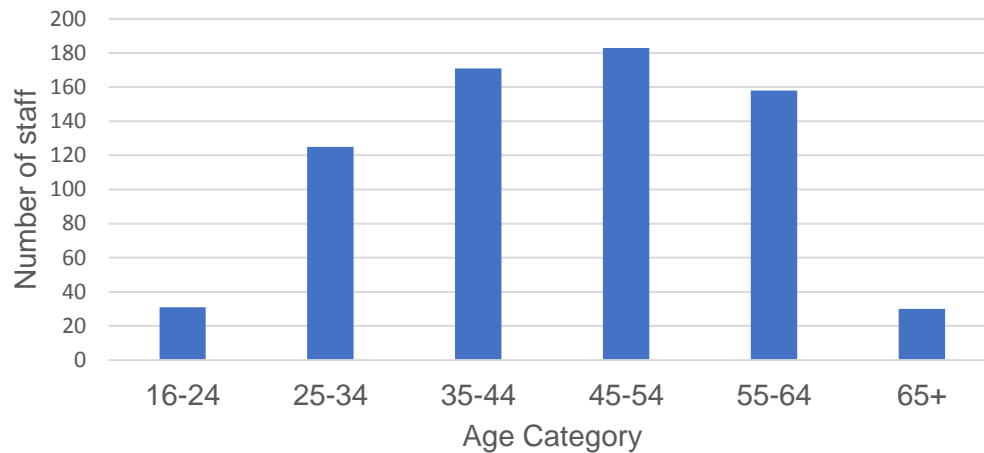
**Figure 4.1 - SCDC Age Profile:**

Age Category	SCDC Count	SCDC %	Direction of travel (%)	South Cambridgeshire % of population aged 16+ (2021 Census)	Cambridgeshire % of population aged 16+ (2021 Census)
16-24	31	4.4	- 0.6	8.03	11.08
25-34	125	17.9	+1.8	11.36	13.85
35-44	171	24.5	- 2.3	14.13	13.23
45-54	183	26.2	- 2.2	14.65	13.45
55-64	158	22.6	+ 2.0	12.64	12.19
65+	30	4.3	+1.1	19.61	18.63



Appendix A

**Figure 4.2 - SCDC Age Profile:**



- As of 31 March 2022, the age category with greatest representation amongst SCDC staff was 45-64, accounting for 183 employees (26.2%).
- There has been an increase in the 55-64 category from 131 (20.1%) in March 2021 to 158 (22.6%) in March 2022.
- There has been an increase in the 25-34 category from 102 (16.1%) in March 2021 to 125 (17.9%) in March 2022.
- There has been an increase in the 65+ category from 20 (3.2%) in March 2021 to 30 (4.3%) in March 2022.
- The number of staff within the 16-24, 35-44 and 45-54 categories have remained largely unchanged, although the percentages associated with these categories have change as representation from other age groups has grown.

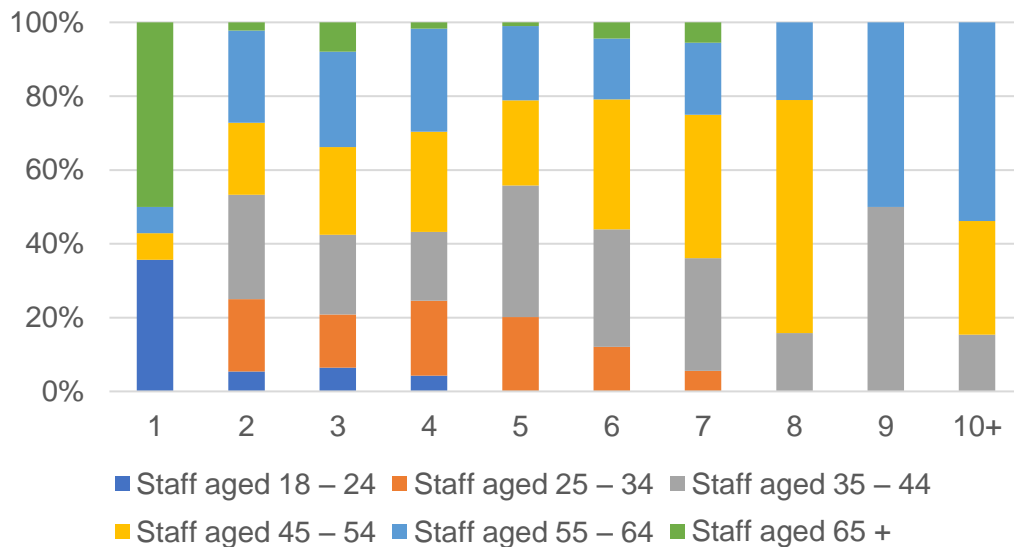
**Figure 4.3 - Age Pay Band Distribution:**

Pay Band →	1	2	3	4	5	6	7	8	9	10+
Staff aged 18 – 24	6	4	11	8	2	0	0	0	0	0
Staff aged 25 – 34	3	19	28	33	24	15	1	2	0	0

Appendix A

Staff aged 35 – 44	0	26	30	27	41	28	12	3	2	2
Staff aged 45 – 54	2	23	31	32	30	37	14	12	0	2
Staff aged 55 – 64	3	25	37	35	22	17	5	4	3	7
Staff aged 65 +	5	2	14	1	3	3	2	0	0	0

**Figure 4.4 - Pay Band Age Profiles:**



- Figures 4.3 and 4.4 show the age make up of pay bands 1 to 10+.
  - The minimum number of age categories represented is at pay band 9 with two age categories (this is the smallest pay band with just 5 members of staff). This is followed by band 10+, which has representation from three age categories.
  - Pay Band 1 is predominantly made up by staff falling in either the 18-24 or the 65+ category.

## Appendix A Religion or Belief

**Figure 5.1 - SCDC Religious Profile:**

Religion	SCDC Count	SCDC %	Direction of Travel	South Cambridgeshire % (2021 census)	Cambridgeshire % (2021 Census)
Buddhist	4	0.57	- 0.2	0.5	0.5
Christian	250	35.8	No change	45.3	45.1
Hindu	2	0.29	+ 0.13	1.5	1.1
Jewish	1	0.14	No change	0.3	0.3
Muslim	7	1	No change	1.7	2.1
No Religion	327	46.8	+ 1.7	43.3	43.2
Other	6	0.86	+ 0.2	0.7	0.8
Not declared	101	14.5	- 1.8	6.7	7.0

- 35.8% of staff identified as Christian. This is lower than the proportions within the local population but is likely to be accounted for within the large proportion of staff (14.5%) who did not declare their religion.

## Sexual Orientation

**Figure 6.1 - SCDC Sexual Orientation Profile:**

Sexual Orientation	SCDC Count	SCDC %	Direction of travel	South Cambridgeshire % (2021 Census)	Cambridgeshire % (2021 census)
Heterosexual	578	82.81	No change	90.03	88.27
Gay or Lesbian	13	1.86	+ 0.6	1.14	1.51

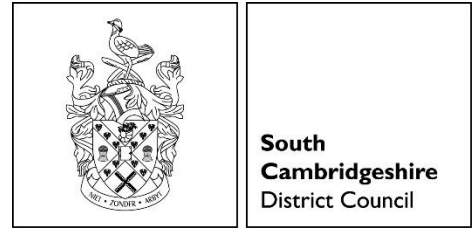


## Appendix A

Bisexual	8	1.15	+ 0.1	1.24	1.75
Other	3	0.43	+ 0.1	0.35	0.46
Not disclosed / Prefer not to say	96	13.75	- 1.4	7.24	8.01
Total Lesbian, Gay or Bi-sexual	21	3.01	- 0.14	2.38	3.26

- As is the case in relation to the Religion category, a large proportion of staff (13.8%) preferred not to disclose in relation to sexual orientation.
- The total proportion of SCDC staff identifying as either Lesbian, Gay or Bi-sexual (3.01%) is marginally higher than in the wider South Cambridgeshire population (2.38%), but remains lower than is the case within the Cambridgeshire population.

# Agenda Item 7



<b>Report to:</b>	Employment and Staffing Committee 2023
<b>Lead Cabinet Member:</b>	Councillor John Williams
<b>Lead Officer:</b>	Jeff Membery- Head of Transformation, HR and Corporate Services

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## **RETENTION AND TURNOVER REPORT: QUARTER 3 (Q3) 1<sup>st</sup> October 2022 – 31<sup>st</sup> December 2022**

### **Executive Summary**

1. This report provides an analysis of the turnover of staff between 1st October 2022 – 31st December 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.

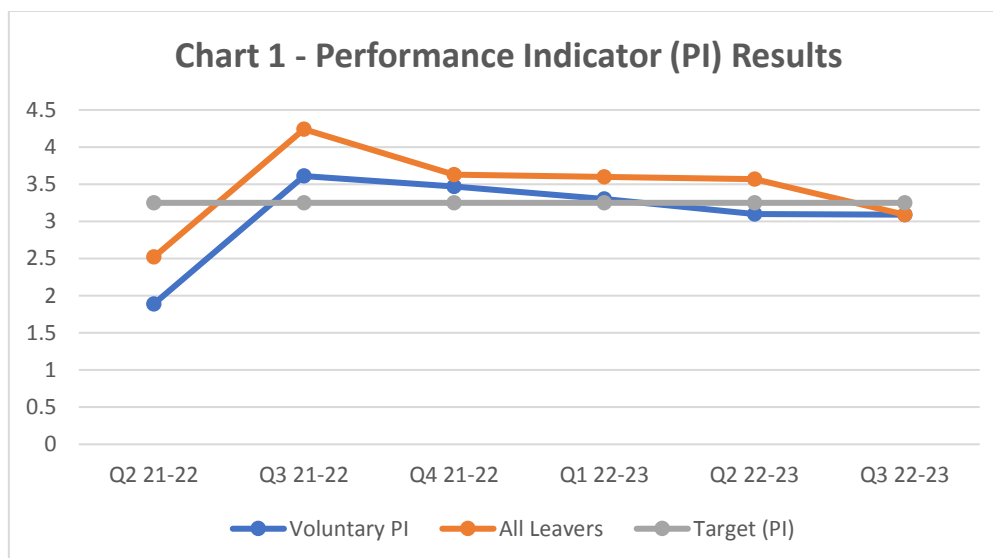
### **Reasons for Recommendations**

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

### **Details**

### **Turnover**

5. The Performance Indicator (PI) value for Q3 (1st October 2022 – 31st December 2022) is 3.09%. This is a +0.48% percent improvement on Q2 2022 and a +0.51% improvement on Q1 2022. The quarterly target for voluntary leavers\* is 3.25%<sup>1</sup>. For Q3 there were a total of 20 voluntary leavers.



6. Detailed information about the breakdown of Leavers and Turnover by Service Area can be found in the new Workforce Analytics package for Q3. This includes separate figures for Environment and Greater Cambridge Shared Waste.

## Recruitment

7. Please see **Charts 2, 3 and 4** below for Recruitment information. The number of roles advertised decreased to 72.
8. In Q3 7 posts were re-advertised after unsuccessful recruitment campaigns.
9. For Q1, Q2 and Q3, the number of temporary workers (agency) in each department was as follows:

Service Area	Q1 (71) (% of total agency workers)	Q2 (69) (% of total agency workers)	Q3 (77) (% of total agency workers)
GCSPS	16 (23%)	15 (22%)	18 (23%)
Transformation	4 (6%)	6 (9%)	7 (9%)
Finance	2 (3%)	1 (1%)	1 (1.3%)

<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).

Housing	1 (1%)	1 (1%)	2 (2.6%)
SW&E (excl GCSWS)	2 (3%)	2 (3%)	2 (2.6%)
GCSWS	46 (65%)	44 (64%)	45 (58.44%)
Revenue and Benefits	NA	NA	2 (2.6%)

## Wider Context

10. The most recent CIPD Labour Market report<sup>2</sup> was published in the autumn of 2022. 46% of employers have hard-to-fill vacancies and are focusing on recruitment and retention. Most commonly in transport and storage. The positive for the Council is that our Shared Waste Service is nearly operating at full capacity currently with very few vacancies. The top response to hard to fill vacancies has been to upskill existing staff (47%), the second was to raise pay (44%) (up by 29% in the previous quarter). With fewer employers planning to raise wages in the future in response to hard to fill vacancies (24%).

The main recommendations from the report are to focus on your existing workforce. Offer training to upskill or reskill staff to fill the skills gaps and to help employee engagement and retention. Suggestion internal secondments as a means of providing development opportunities. Hannah Stevens, the Learning and Development Officer, will be reviewing our existing training programme including further promotion of our apprenticeship programme.

A further recommendation is to help alleviate cost of living strains in the workforce by providing financial wellbeing support to employees. We currently have access to financial wellbeing support through our employee assistance programme provider. We have also recently rolled out a health care cash plan to all staff.

The Council's proposal to begin a 4-day week trial in January 2023 offers prospective employees a unique benefit which aligns with the other suggestions.

## Conclusion

11. We continue to see a stable trend as seen over the last two quarters. We have seen a decline in apprenticeships starting. We will be using National Apprenticeships Week – 6-12th February 2023 – to highlight the benefits of apprenticeships internally and externally. This will include attending an

<sup>2</sup> [Labour outlook report Autumn 2022](#)

apprenticeships careers fair for school children (years 10-13), organised by Form the Future, and running an internal presentation by an apprenticeship's provider, Paragon.

The data for Q3 22-23 (Chart 4) shows we are advertising more positions than in the same period last year. Anecdotal feedback from Paragon suggests we have few candidates in the area for whom apprenticeships are an attractive option.

12. We continue to see an increase of leavers moving to the private sector. This is an early indication that the benefits of working in the private sector may have become more attractive compared to the public sector in recent months. This will need to be monitored to determine if this is the start of a trend. Further, given one of the other most cited reasons for leaving is achieving a better work-life balance, exploring new methods for improving retention at the Council might have significant benefits. The impact of the 4DW trial will likely be seen over the coming quarters.

### **Options**

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

### **Implications**

14. 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**

15. 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**

16. 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.



## **Risks/Opportunities**

17. The council will seek to mitigate and eliminate risks associated with employment relations matters for example, change management, case management and involuntary leavers.
18. Current identified risks in relation to recruitment challenges are included on the risk register. The council continually reviews measures to mitigate this risk.
19. 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**

20. 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.

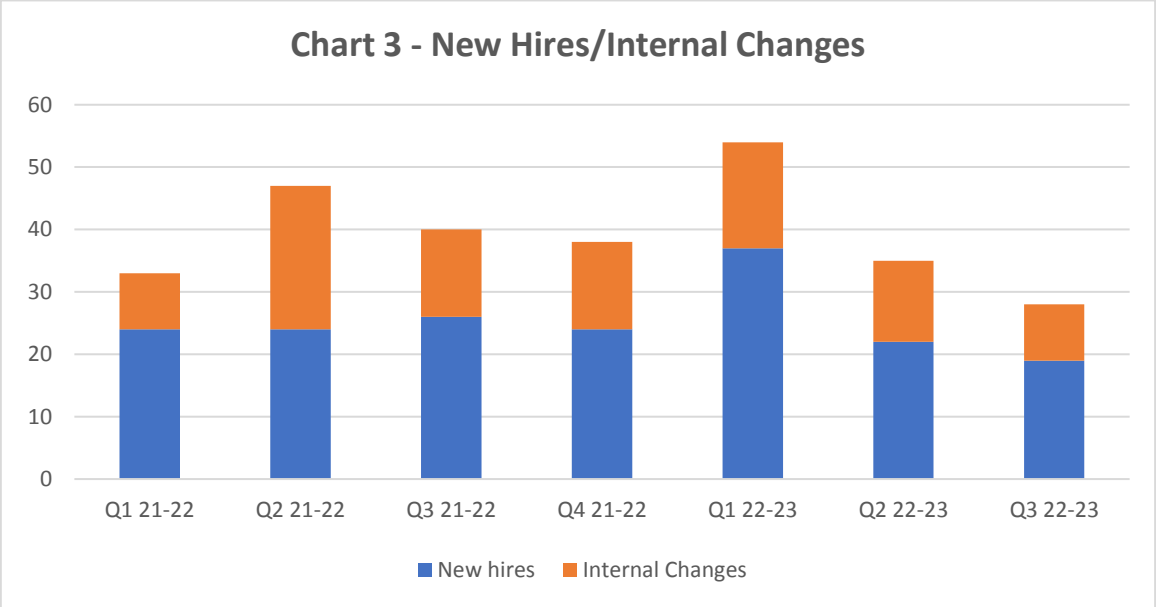
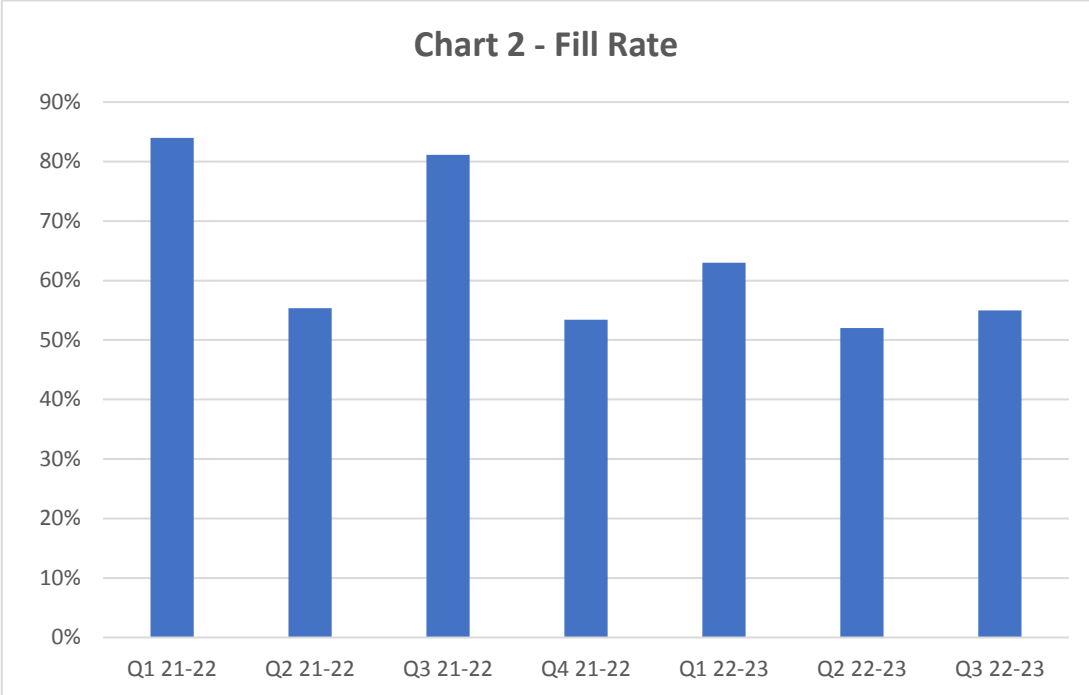
## **Appendices**

- Appendix A: Q3 22-23 Turnover Charts
- Appendix B: Workforce Analytics Package Q3

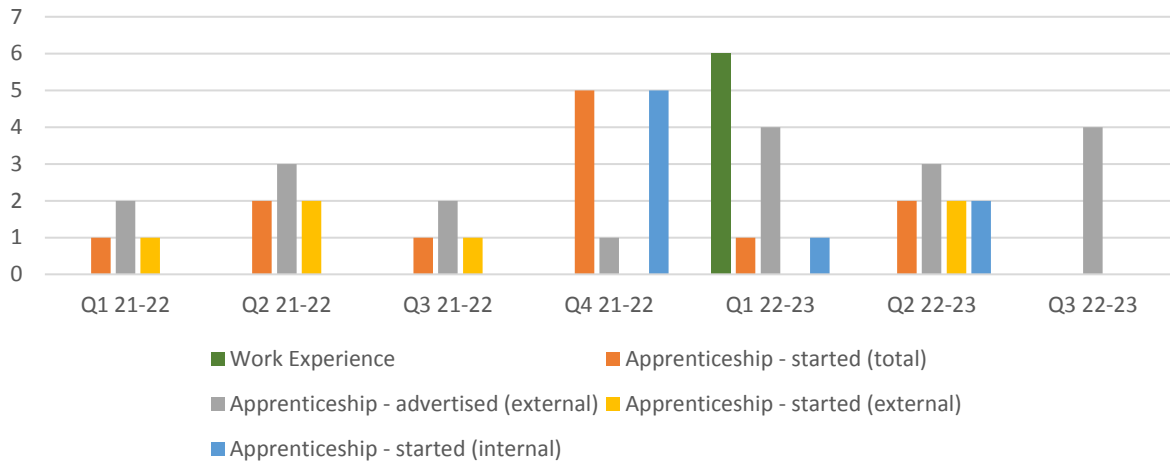
### **Report Author:**

Bethan Gregory

**Appendix A: Q3 22-23 Turnover Charts**



### Chart 4 - Work Experience/Apprenticeships



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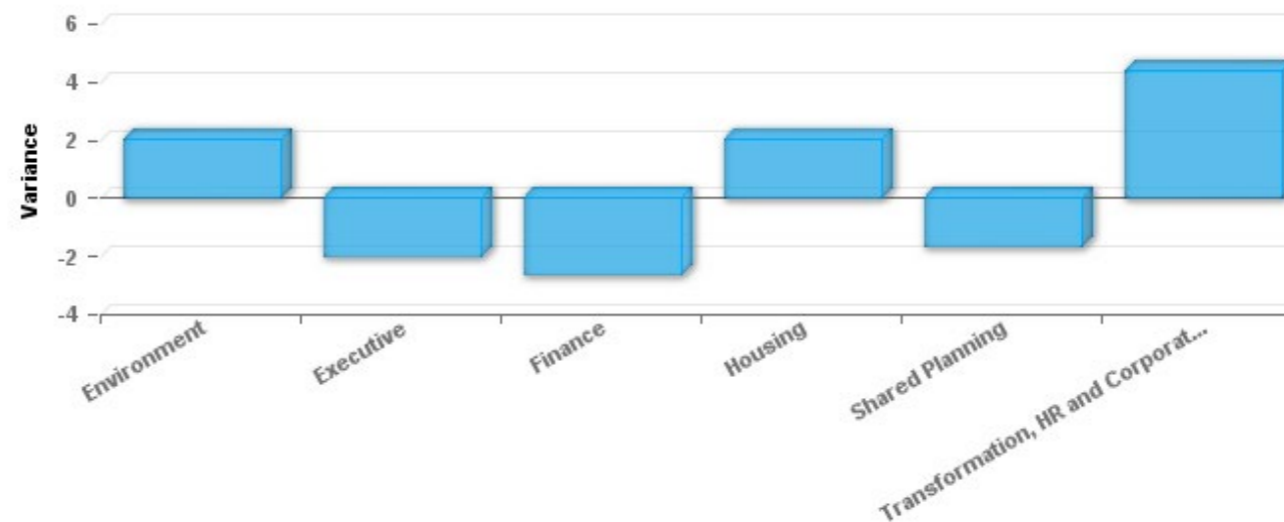
## Workforce Analytics : Q3 2022/2023

### Workforce by Organisation Structure

Org Structure	Ave Headcount Previous Qtr	Ave Headcount Current Qtr	Ave FTE Previous Qtr	Ave FTE Current Qtr	Joiners in Period Previous Qtr	Joiners in Period Current Qtr	Leavers in Period Previous Qtr	Leavers in Period Current Qtr	Turnover Previous Qtr	Turnover Current Qtr	Salary Cost Previous Qtr	Salary Cost Current Qtr
Environment	53.66666667	55.66666667	50.4234234	52.2	1	3	1	3	1.85%	5.50%	£420,840.38	£434,472.18
Executive	19.33333333	17.33333333	18.6774775	16.7	0	0	1	2	5.00%	11.11%	£226,711.45	£204,737.30
Finance	75.33333333	72.66666667	69.454955	66.5	1	0	1	2	1.33%	2.74%	£640,580.15	£614,079.34
Housing	125	127	111.14955	114	4	0	3	1	2.39%	0.79%	£1,031,160.32	£1,046,911.41
Shared Planning	122	120.3333333	113.920929	112	4	1	4	5	3.28%	4.12%	£1,090,321.74	£1,084,378.85
Shared Waste	158	158	156.527027	157	7	7	9	5	5.71%	3.14%	£1,106,136.24	£1,093,356.55
Transformation, HR and Corporate Services	91.33333333	95.66666667	85.5117117	89.8	4	2	4	2	4.30%	2.12%	£756,507.23	£781,467.80
<b>Total</b>	<b>644.6666667</b>	<b>646.6666667</b>	<b>605.665073</b>	<b>608</b>	<b>21</b>	<b>13</b>	<b>23</b>	<b>20</b>	<b>3.55%</b>	<b>3.09%</b>	<b>£5,272,257.51</b>	<b>£5,259,403.44</b>

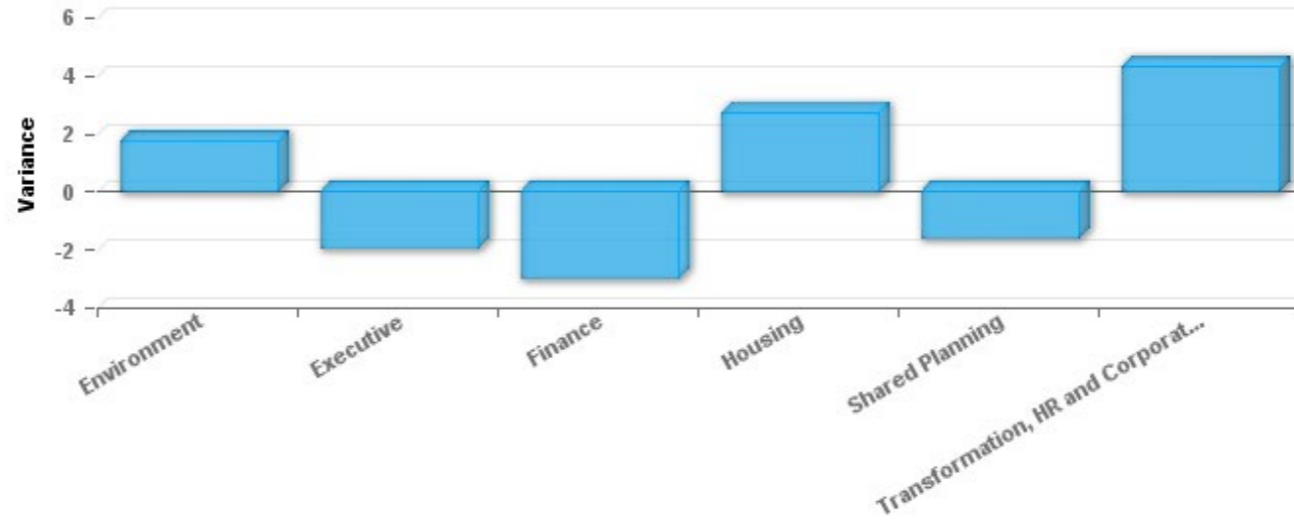
### Headcount Current vs Previous Qtr

Org Structure	Ave Headcount Previous Qtr	Ave Headcount Current Qtr	Variance
Environment	53.66666667	55.66666667	2
Executive	19.33333333	17.33333333	-2
Finance	75.33333333	72.66666667	-2.66666667
Housing	125	127	2
Shared Planning	122	120.3333333	-1.66666667
Shared Waste	158	158	0
Transformation, HR and Corporate Services	91.33333333	95.66666667	4.33333333
<b>Total</b>	<b>644.6666667</b>	<b>646.6666667</b>	<b>2</b>



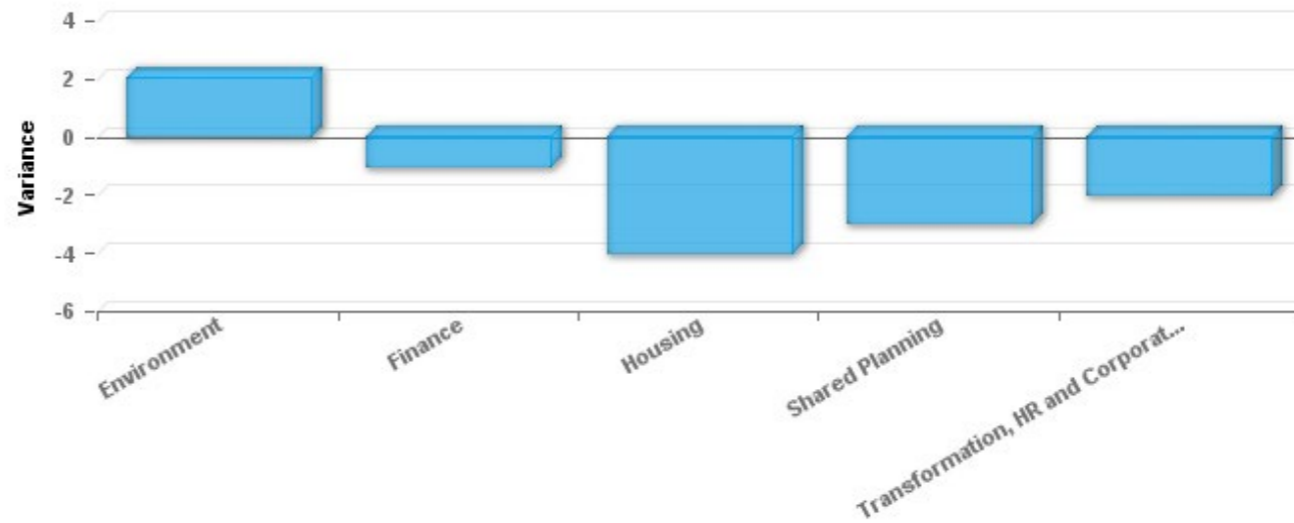
FTE Headcount Current vs Previous Qtr

Org Structure	Ave FTE Previous Qtr	Ave FTE Current Qtr	Variance
Environment	50.42342342	52.15675676	1.733333333
Executive	18.67747748	16.74414414	-1.933333333
Finance	69.45495495	66.4963964	-2.958558559
Housing	111.1495495	113.8189189	2.669369369
Shared Planning	113.9209286	112.3431739	-1.577754678
Shared Waste	156.527027	156.527027	0
Transformation, HR and Corporate Services	85.51171171	89.78198198	4.27027027
<b>Total</b>	<b>605.6650728</b>	<b>607.8683992</b>	<b>2.203326403</b>



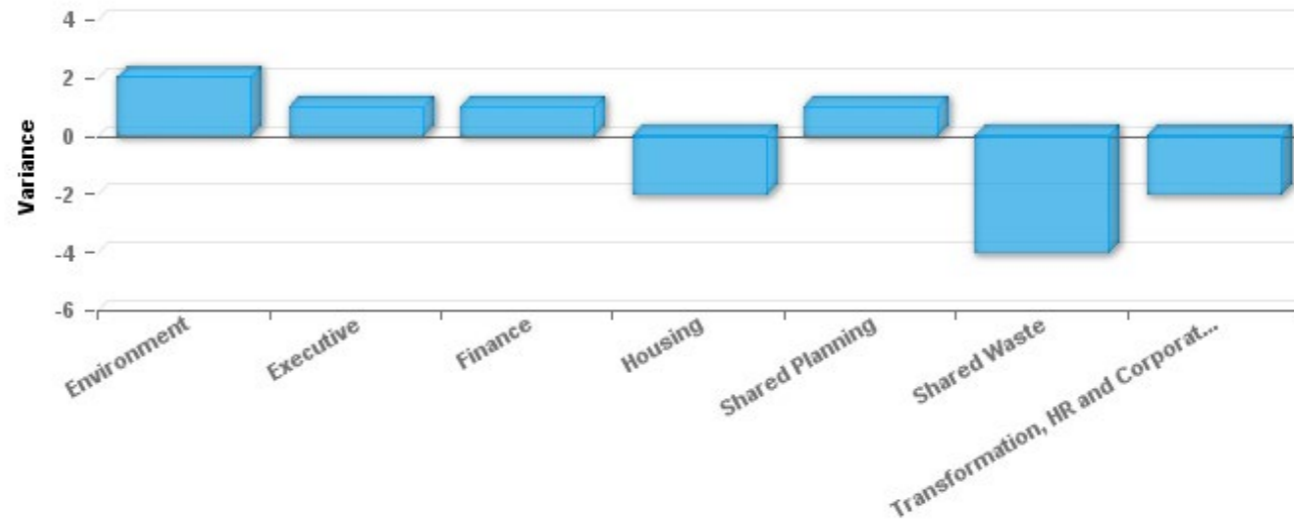
Joiners Current vs Previous Qtr

Org Structure	Joiners in Period Previous Qtr	Joiners in Period Current Qtr	Variance
Environment	1	3	2
Executive	0	0	0
Finance	1	0	-1
Housing	4	0	-4
Shared Planning	4	1	-3
Shared Waste	7	7	0
Transformation, HR and Corporate Services	4	2	-2
<b>Total</b>	<b>21</b>	<b>13</b>	<b>-8</b>



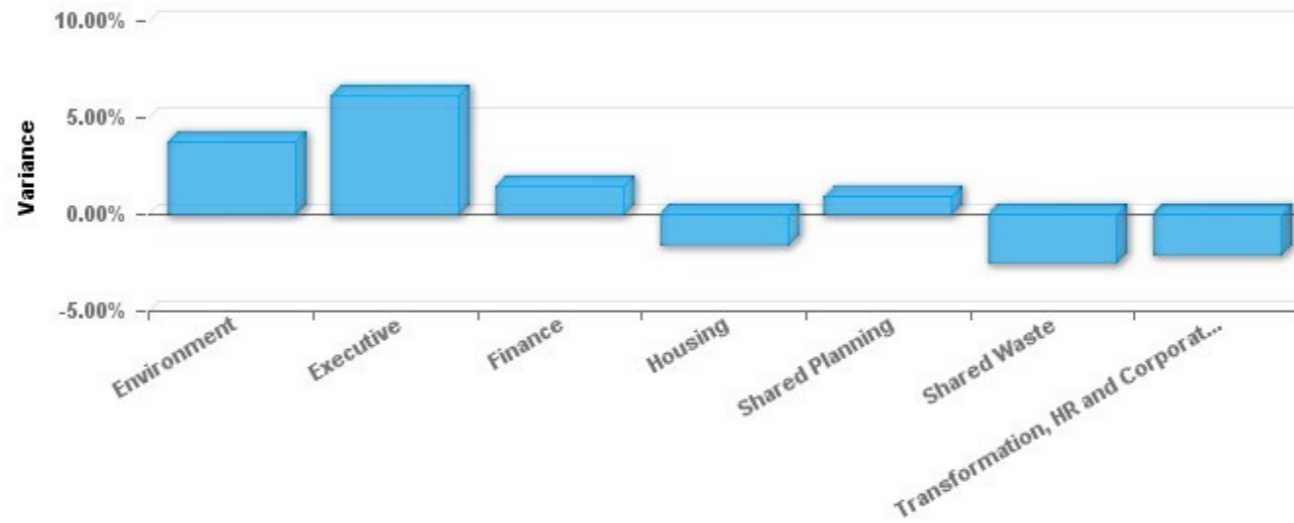
Leavers Current vs Previous Qtr

Org Structure	Leavers in Period Previous Qtr	Leavers in Period Current Qtr	Variance
Environment	1	3	2
Executive	1	2	1
Finance	1	2	1
Housing	3	1	-2
Shared Planning	4	5	1
Shared Waste	9	5	-4
Transformation, HR and Corporate Services	4	2	-2
<b>Total</b>	<b>23</b>	<b>20</b>	<b>-3</b>



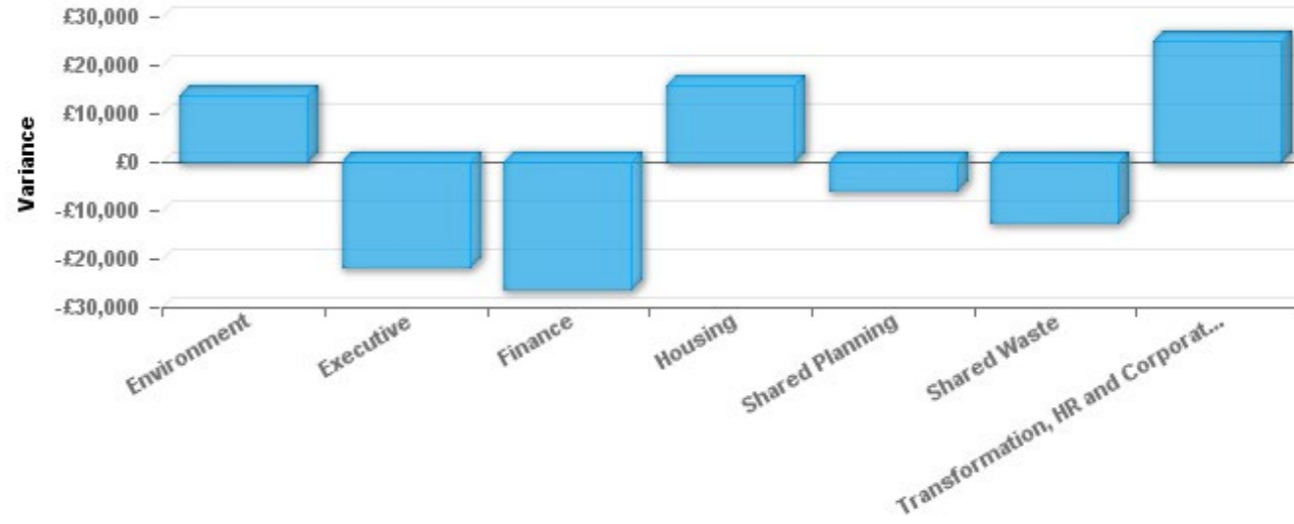
Turnover Current vs Previous Qtr

Org Structure	Turnover Previous Qtr	Turnover Current Qtr	Variance
Environment	1.85%	5.50%	3.65%
Executive	5.00%	11.11%	6.11%
Finance	1.33%	2.74%	1.41%
Housing	2.39%	0.79%	-1.60%
Shared Planning	3.28%	4.12%	0.84%
Shared Waste	5.71%	3.14%	-2.57%
Transformation, HR and Corporate Services	4.30%	2.12%	-2.18%
<b>Total</b>	<b>3.55%</b>	<b>3.09%</b>	<b>-0.46%</b>



Salary Cost Current vs Previous Qtr

Org Structure	Salary Cost Previous Qtr	Salary Cost Current Qtr	Variance
Environment	£420,840	£434,472	£13,632
Executive	£226,711	£204,737	-£21,974
Finance	£640,580	£614,079	-£26,501
Housing	£1,031,160	£1,046,911	£15,751
Shared Planning	£1,090,322	£1,084,379	-£5,943
Shared Waste	£1,106,136	£1,093,357	-£12,780
Transformation, HR and Corporate Services	£756,507	£781,468	£24,961
<b>Total</b>	<b>£5,272,258</b>	<b>£5,259,403</b>	<b>-£12,854</b>





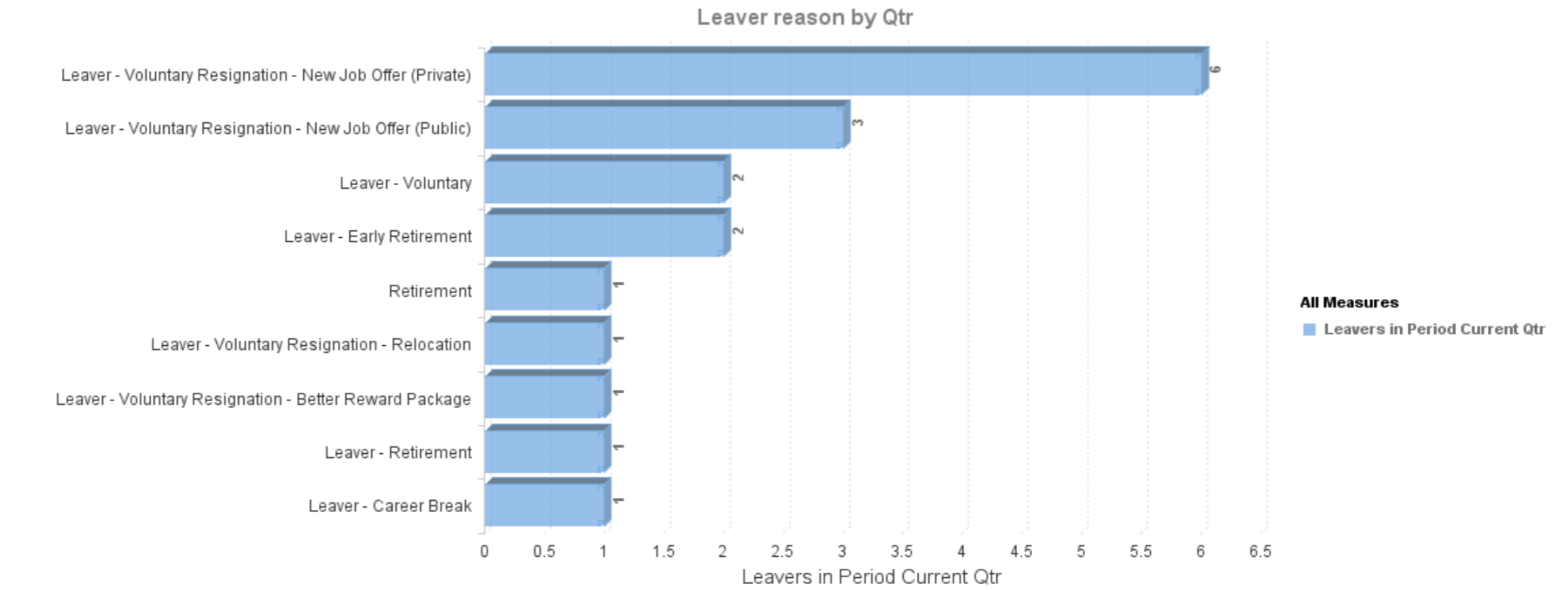


## Workforce Analytics December 2022

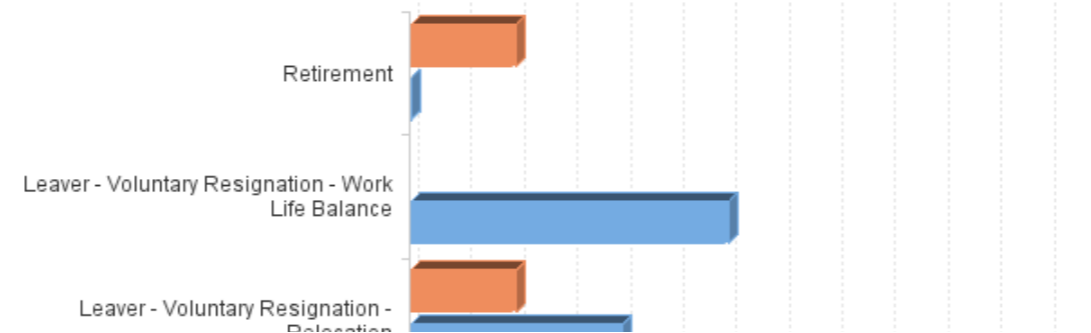
### Leaver Analysis - 12 Months

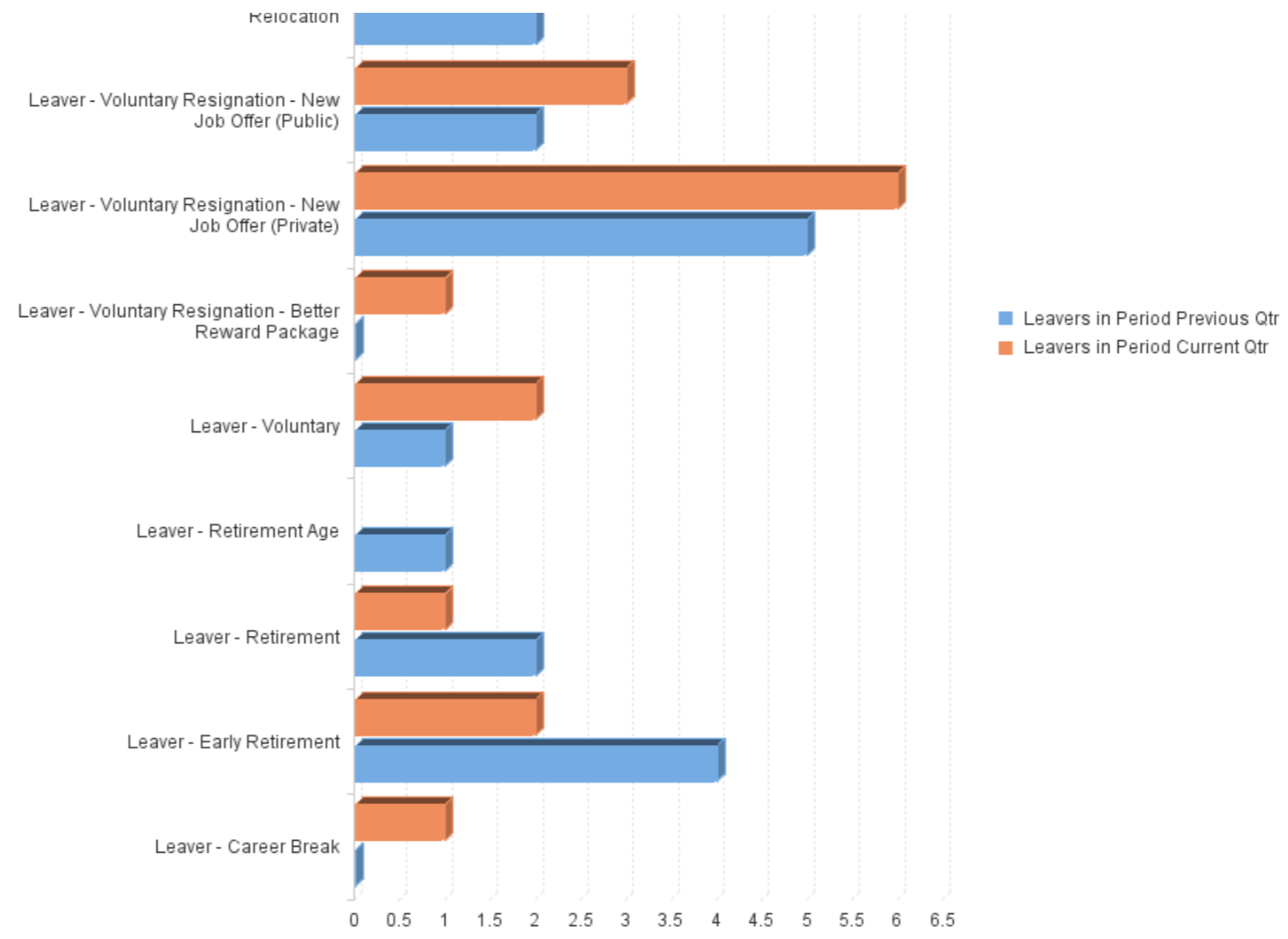
Level2: All Level3: Environment;Executive;Finance;Housing;Shared Planning;Shared Waste;Transformation, HR and Corporate Services Level

Month	Leavers
Nov - 21	10
Dec - 21	6
Jan - 22	7
Feb - 22	7
Mar - 22	8
Apr - 22	7
May - 22	8
Jun - 22	6
Jul - 22	6
Aug - 22	9
Sep - 22	5
Oct - 22	7
Nov - 22	9
Dec - 22	2
<b>Total</b>	<b>97</b>



Leavers in Period Previous Qtr and Leavers in Period Current Qtr by Leaving Reason







## Workforce Analytics December 2022

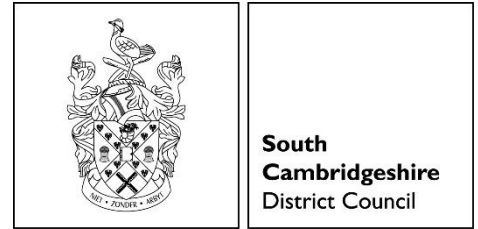
### Glossary and Support Information

*This page describes the objects used in the Workforce Pack, and contains a link allowing you to raise a case.*

Object	Description
Headcount	Number of Occupied Positions, taken at the end of each period
FTE	Ratio of Contractual Hours and Annual Weeks worked to those of a full time employee
Leavers	Number of Leavers from the Organisation for each period
Voluntary/Involuntary	Reasons for leaving are categorised as voluntary or involuntary. This is configured when the pack is installed.
Turnover	The number of staff leaving the organisation as a percentage of the average headcount
Voluntary Turnover	As above, but only including staff who left voluntarily
Salary	The Total Actual Salary, based on Rate of Pay or Scalepoint Values multiplied by each employees' FTE value

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# Agenda Item 8



<b>Report to:</b>	Employment and Staffing Committee February 2023
<b>Lead Cabinet Member:</b>	Councillor John Williams
<b>Lead Officer:</b>	Jeff Membroy- Head of Transformation, HR and Corporate Services

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## Sickness Absence Q3 2022-23

### Executive Summary

1. The Sickness Absence rates (BVPI) for Q3 2022-2023 (see tab A Absence Analysis by Structure) has increased for the Depot and therefore over target particularly due to Infections (including Colds and Flu) – an increase in sickness levels during the winter months for non-office based colleagues is expected and follows previous year's pattern. See point 5, Actions and training taken place for further information as to how we are supporting to reduce this. However the rest of the Council hasn't changed much so remains under target as follows:

- Depot – 3.70 days per FTE (target – 3 days)
- Rest of the Council excluding Depot – 1.62 days per FTE (target 1.95)

The top 3 reasons for long and short term absence combined were:

- Infections (including Cold and Flu)
- Stress, anxiety, and depression
- Cancer

The HR team continue to work closely with Team Managers to ensure prompt action taken to support staff to return to work including promotion of Employee Assistance programme, Occupational health and signposting to further support.

We are continuing to focus on mental wellbeing initiatives, and for employees who are absent from work for mental health reasons, the manager is allocated an HR Advisor or BP. This is to ensure we are offering as much support as possible, at an early stage.

## **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**

### **Actions/training taken place –**

5. Heales Occupational Health provided free flu vaccinations onsite to all Council employees including the Waterbeach depot in October and November 2022.

Health MOT sessions were set up at the depot earlier in the year. A wellbeing survey has been carried out in conjunction with Everyone Health for which high uptake was received; indicating crews were keen to have health MOTs. The Depot annual training in February 2023 will have a focus on nutrition and health with Everyone Health attending to present and provide guidance. They will also be hosting health clinics.

Hand sanitiser and anti-bacterial wipes can be requested via Facilities, particularly now that we are changing over to hot desking at Cambourne Hall.

The Council has recently introduced a Health Cash plan as part of the Vivup benefits it offers to employees. This will help employees financially to claim dental and optician costs and much more, as well 24/7 access to a GP helpline and online consultation.

Links to further information and support have been sent to all colleagues via e-mail, monthly HR Newsletters, raised in Chief Executive's weekly Vlog, and is available on [Insite](#).

Information and support are also being shared at the Depot via manager's and notice boards.

These include:

- Employee Assistance Programme (EAP) – the majority of those using it accessed the self-help workbooks online through Vivup, followed by using the telephone helpline.
- Able Futures - the Access to Work Mental Health Support Service
- Mental Health First Aiders.
- One to one counselling via Vivup (Telephone) and Evolve (Video)
- Wellness Action Plans
- MyMindPal app

Macmillan recently delivered an in-house training session for line managers and HR colleagues so we can support individuals who are affected by cancer.

In addition to the existing Menopause policy, HR have been putting in place further support including awareness training for both managers and colleagues as well as monthly (currently virtual) Menopause Café's. Further information is signposted on [Insite](#) including webinars for those unable to attend the training.

## **Options**

6. This report is for information only.

## **Implications**

7. There are no significant implications.

## **Staffing**

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

## **Equality and Diversity**

9. 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 has been reviewed for the changes to come into effect from August 2022 and January 2023 and an EQIA is in progress.

## **Health & Wellbeing**

10. 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**

11. 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.
12. The HR team have previously reviewed the Attendance Management Policy for changes to come into effect from August 2022 and more recently from January 2023 during the 4 day week trial.

#### **From August 2022**

- The 6 month maintenance period has been removed
- 'Informal Attendance Review meetings' have been changed to 'Wellbeing meetings'

#### **From January 2023 during the 4 day week trial**

- Wellbeing meetings replace return to work, welfare meetings and informal meetings
- The triggers are removed as we know this can cause anxiety to colleagues.
- Managers are allowed to use discretion with their employees and how they carry out their work. Decisions will be based on individual circumstances, medical information, job role and the impact of the absence/s.

If managers have a cause for concern, there will continue to be a process for a formal meeting to occur and to issue improvement targets where appropriate.

At the end of the trial, absence data and wellbeing information will help to decide whether the new way is working for colleagues and the organisation.

## **Appendices**

Absence analytics package Q3 2022/2023



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By virtue of paragraph(s) 2 of Part 1 of Schedule 12A  
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