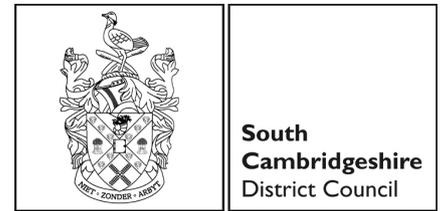


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30 April 2019

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

Quorum: 3

Dear Councillor

You are invited to attend the next meeting of **EMPLOYMENT AND STAFFING COMMITTEE**, which will be held in **MONKFIELD ROOM - SOUTH CAMBRIDGESHIRE HALL** at South Cambridgeshire Hall on **THURSDAY, 9 MAY 2019 at 10.00 a.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution *in advance of* the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully

Mike Hill

Interim Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA

	PAGES
1. APOLOGIES FOR ABSENCE To receive Apologies for Absence from Committee members.	
2. DECLARATIONS OF INTEREST	
3. MINUTES OF PREVIOUS MEETING To agree the Minutes of the Meeting held on 25 April 2019 as a correct record.	1 - 4
4. SICKNESS ABSENCE 1 JANUARY 2019 TO 31 MARCH 2019	5 - 20
5. STAFF SURVEY - ORAL UPDATE	
6. DISABILITY CONFIDENT TASK AND FINISH GROUP - ORAL UPDATE	
7. RECRUITMENT AND RETENTION TASK AND FINISH GROUP - ORAL UPDATE	

EXCLUSION OF PRESS AND PUBLIC

The law allows Councils to consider a limited range of issues in private session without members of the Press and public being present. Typically, such issues relate to personal details, financial and business affairs, legal privilege and so on. In every case, the public interest in excluding the Press and Public from the meeting room must outweigh the public interest in having the information disclosed to them. The following statement will be proposed, seconded and voted upon.

"I propose that the Press and public be excluded from the meeting during the consideration of the following item number 8 in accordance with Section 100(A) (4) of the Local Government Act 1972 on the grounds that, if present, there would be disclosure to them of exempt information as defined in paragraph 4 of Part 1 of Schedule 12A of the Act."

Paragraph 4 relates to information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority relating any particular person.

If exempt (confidential) information has been provided as part of the agenda, the Press and public will not be able to view it. There will be an explanation on the website however as to why the information is exempt.

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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- **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.

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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.

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Employment and Staffing Committee held on
Thursday, 25 April 2019 at 4.00 p.m.

PRESENT: Councillor Henry Batchelor – Chairman
Councillor Dr. Claire Daunton – Vice-Chairman

Councillors: Sarah Cheung Johnson Philippa Hart
Mark Howell

Officers: Patrick Adams Senior Democratic Services Officer
Susan Gardner Craig Head of People and Organisational Development

Councillors Bridget Smith and John Williams were in attendance, by invitation.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Dawn Percival and Peter Topping. Councillor Clare Delderfield substituted for Councillor Dawn Percival.

2. DECLARATIONS OF INTEREST

None.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 14 March 2019 were agreed as a correct record, subject to the amending of Apologies for Absence, to record that Councillor Clare Delderfield was substituting for Councillor Philippa Hart.

4. APPOINTMENT OF S151 OFFICER

The Head of People and Organisational Development presented this report, which detailed the need for the Council to appoint a Section 151 Officer, as the current post holder was due to leave the authority next month.

In response to questioning, the Head of People and Organisational Development explained that Mr Peter Maddock was a permanent and not temporary employee.

The Committee unanimously

NOTED

- A) That the contract of the current interim postholder will end on 17 May 2019.
- B) That the Council needed to act swiftly to put into effect arrangements and resources so that a handover and smooth transfer of knowledge will be achieved before the current postholder leaves the Council.

RECOMMENDED TO COUNCIL the appointment of Mr Peter Maddock as S151
Officer with effect from 18 May 2019.

5. CHIEF EXECUTIVE RECRUITMENT

The Head of People and Organisational Development presented this report, which

appraised the Committee of the options and considerations for the recruitment of a Chief Executive.

Appointment of recruitment consultants

The Committee noted that the Head of People and Organisation Development and Councillor Dawn Percival, Vice Chairman of the Employment and Staffing Committee, had reviewed the list of agencies which had applied to act as a recruitment consultant for the Council. They recommended that Penna should be appointed to support the Council through the recruitment process.

Cost of Advertising

The Committee understood the merits of advertising online and in the two local government publications Municipal Journal and Local Government Chronicle, but that advertising in the national press was expensive and of limited benefit. It was acknowledged that the advertising process included simple word of mouth conversations amongst potentially interested parties.

Person Specification

It was agreed that potential candidates from outside local government should be considered and it was noted that Penna had both public and private sector clients. A vote was taken and by four votes in favour and two against it was agreed that the descriptors "Essential" and "Desirable" should be removed from the Person Specification to allow flexibility in the appointments process. Members of the Committee were encouraged to e-mail the Head of People and Organisation Development on any specific comments regarding the specifications for the post listed in the appendix to the report.

Appointment Panel

The Committee agreed that an Appointment Panel of at least five members should be set up, with the actual membership to be agreed at a later date. The Panel will include representatives from both main political groups and have the Leader and the Lead Cabinet Member for Finance in its membership. It was noted that Panel membership would be a substantial commitment over the next two months. Training would be provided by the external consultant.

Comparable roles

It was agreed that the Council faced a unique set of challenges including the proposed infrastructure improvements in the Cambridgeshire/Oxfordshire corridor, economic and housing growth and the need to work in partnership with the Greater Cambridge Partnership and Combined Authority. It was agreed that Penna should provide benchmarking information to ensure that the remuneration package is appropriate for this role.

The Committee unanimously

NOTED the content and legal requirements set out within the report.

AGREED

- A) The job description as laid out in the appendix to the report, with the removal of the essential/desirable column.
- B) To set up an appointments Panel to undertake the work associated with an external recruitment process for appointing a Chief Executive.
- C) The engagement of Penna as external recruitment consultants to support the

Council.

The Committee thanked the Head of People and Organisational Development for her work on the appointments process.

6. DATE OF NEXT MEETING

The Committee noted that the next meeting would take place on Thursday 9 May at 10am. This will discuss the report from the Castlerigg consultants, an update from task and finish groups and an update on the staff survey.

The Meeting ended at 4.40 p.m.

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Agenda Item 4

REPORT TO: Employment and Staffing Committee 9th May 2019
LEAD OFFICER: Susan Gardner-Craig – Head of People and Organisational Development

SICKNESS ABSENCE 1 JANUARY 2019 TO 31 MARCH 2019

Purpose

1. The purpose of this report is to provide information on sickness absence for the period 1 January to 31 March 2019 and is a quarterly monitoring report.
2. This is not a key decision because it is for information only.

Recommendations

It is recommended that the employment and staffing committee note the report, the actions already being taken and, reinforce the requirement for service managers to be aware of their responsibilities in terms of active attendance management and particularly prompt reporting of absences, the completion of return to work interviews and close liaison with HR in terms of supporting employees in line with the Attendance Management policy

3. **Executive Summary**
- 4.

Our year end BVPI figure is 10.03, which is a **10.17% decrease** compared to last years figure, and a **3.09% decrease** compared to the previous year.

Year	16/17	17/18	18/19
BVPI 12 figure (year end)	10.34	11.05	10.03

This quarter's performance has shown a **1.87% decrease** on the previous quarter's figure (Q3 2018-19) in the number of sick days, and a **3.68% decrease** on the same quarter last year, in terms of the number of days recorded as sickness absence.

In terms of the reasons behind absences, the two highest categories for absence are Other muscular-skeletal, and Stress, depression & mental health, which accounted for **43.5%** of total absence for this Quarter.

Muscular skeletal conditions/disorders (MSDs) are those that affect the human body's movement or musculoskeletal system (i.e. muscles, tendons, ligaments, nerves, discs, blood vessels, etc.)

Common MSDs include: tendonitis, ligament sprain, carpal tunnel syndrome, multiple sclerosis, chronic arthritis, joint issues and inflammation, ruptured/herniated disc, etc.

The table below shows the number of day's absence attributed to Back and Neck Pain, and Other Muscular-Skeletal over that last year, as well as what percentage of the total absences that correlates to.

Reason	Q3 2017/18	Q4 2017/18	Q1 2018/10	Q2 2018/19	Q3 2018/19	Q4 2018/19
Back and Neck Pain	233.1 (17%)	100 (7%)	64 (5%)	113 (10%)	171 (13%)	132 (9%)
Other Muscular-Skeletal	327 (24%)	175 (12%)	370.5 (29%)	348 (29%)	230 (17%)	323 (23%)

It should be noted that when looking at the total absence for other Muscular Skeletal reasons within Q4, there are 19 employees who have absences attributed to other Muscular Skeletal reasons, but 4 employees account for 62.8% of the time lost to sickness in this category. Of those 4 employees, two have now returned to work, and the other two are currently being managed through the sickness absence policy.

Looking at the breakdown of Muscular Skeletal absences by department, 86.4% are attributed to the Greater Cambridge Waste Service (GCWS), and 13% are attributed to the Shared Planning Service. Looking at the breakdown of Back and Neck Pain absences, 45% of them are attributed to GCWS employees. HR are working with the Health and Safety lead in the Waste Service to raise awareness of safe working practices and manual handling.

Department	Percentage of Other muscular-skeletal absences attributed to the department	Percentage of Back & Neck absences attributed to the department
Affordable Homes	0.3%	0
Sheltered Housing	0	9.1%
Shared Planning Service	13.3%	18.9%
Shared Waste Service	86.4%	44.5%
Revenues & Benefits	0	26.5%

The number of days absence for Stress/depression & mental health has decreased compared to Q3 2018/19 and, has also decreased in comparison to the same period last year (Q3 2017-18). Likewise, as a percentage of overall absence it has decreased (see table below).

Stress/depression & mental health	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19
No. days absent and percentage	344.1 (25%)	416 (28.8%)	342 (26.9%)	310 (26.3%)	436.5 (32%)	282 (20.3%)

The 282 days of absence in Q4 relate to 17 employees, which is a decrease from the 26 employees absent for Stress/depression & mental health in Q3 2018/19. Of the 17 employees in Q4, 3 employees account for 63.8% of the absence, and looking at the breakdown by Department, 57.8% are attributed to GCWS and 21.68% to Environmental Health.

The Council has several measures in place to support mental health in the workplace, including a confidential counselling service and Mental Health First Aid. Within Q4 we have trained an additional 13 Mental Health First Aiders, in addition to the 13 who had already been trained. The MHFA team will be meeting regularly in order to discuss common problems within the Council, and to organise events and activities to promote good mental health. Within the last quarter these MHFA's have provided the following information:

No. employees supported by MHFA's	No. of these employees experiencing work-related issues/stress	No. employees who MHFA's have serious concerns about
15	13	5 – in all these cases either the line manager or HR have been made aware, and are working with the employee

- The HR team continue to provide absence monitoring data to service managers and, advice to line managers in order to improve attendance, and to identify appropriate support for employees. Monthly reports are provided to Directors and Heads of Service which sets out a month by month highlight report for each service including number of days lost, key reasons for absence and costs.

Directors and Service Managers are required to take appropriate action under the Attendance Management policy to ensure that attendance rates improve.

Background

6. Sickness statistics

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

The sickness PI for the period 1st January – 31st March 2019 was 2.69 days' sickness absence per FTE (*FTE for Q4= 517.29, compared to 516.54 for Q3*).

In this quarter, 23 RTW forms were not received.

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

Sickness days lost has decreased by **1.87%** compared to last quarter (Q3 2018-19).

The **1390.15** days sickness absence can be attributed to **166 employees**. The number of employees who have been absent has increased from 163 in Q3.

(C) Sickness Days per FTE – See Appendix C

The sickness days recorded per FTE for the whole Council was 2.69 in Quarter 4 2018-19.

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

Long-Term Sickness accounted for 21.9% of total sickness absence in Quarter 4.

Within Q4 there were 17 employees who were classed as being on long-term sickness absence, and 9 of these were GCSWS staff. At the end of Q4 8 of these employees had returned to work, and 9 were still absent due to sickness.

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

The chart shows the following changes since last quarter (Q3 2018/19).

The three highest reasons for Sickness Absence in this Quarter were Other Muscular-skeletal, Stress, depression & mental health, and Viral/infections.

When comparing Q4 to Q3 2018-19, there have been increases due to the following reasons

- Other Muscular-skeletal
- Chest/respiratory
- Stomach, liver, kidney, digestion
- Heart, blood pressure, circulation
- Viral/infections
- Ear, nose, mouth, eye
- Pregnancy related

During the same period, there have been decreases to

- Stress, depression & mental health

- Other
- Back and neck pain
- Headaches & migraines
- Genito-urinary

Compared to the same quarter last year (Q4 2017/18) there have been increases attributed to

- Other muscular skeletal
- Chest/respiratory
- Stomach, liver, kidney, digestion
- Back and neck pain
- Pregnancy related
- Heart, blood pressure, circulation
- Headaches & migraines

And for the same period, decreases to the following:

- Viral/infections
- Stress, depression & mental health
- Other
- Ear, nose, mouth, eye

We are continuing to reduce the number of absences attributed to 'other' by working with managers to clarify reasons. This will help us to identify appropriate support for staff in relation to absence and aid us in compiling more reliable and useful data. The HR team are currently looking at making changes to the Sickness Absence Notification form, which includes removing Other as an option.

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

Considerations

7. Service areas collect their own sickness information; this is then provided to HR-Payroll and entered on the HR-Payroll system. It is important that recording of absences and completion of forms is accurate to ensure a consistent approach across service areas. Accuracy is also an important consideration which can affect the reporting and pay.

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

On a monthly basis, managers are sent reports showing sickness over the previous 12 months so they can take a pro-active approach to monitoring sickness absence. Managers are supported by HR throughout the informal/formal attendance management process/cycle.

We are working with our OH provider to assess what support can be provided in the workplace to support employees with other muscular-skeletal or back conditions, within the current terms of our contract.

We are also working with the managers at the Waterbeach depot, to introduce new support measures to improve the management of muscular-skeletal problems following returns to work. This includes specialist footwear, and additional manual handling training and assessments.

The level of absences for Stress/depression and Mental Health have decreased over the last quarter. HR continues to work on reducing this number, and supporting our employees. As part of this we have been working on raising awareness of mental wellbeing and the support available. As part of this we delivered training in January and February 2019 at the Waterbeach depot on Mental Health, and the supports available.

The number of new referrals to our Counselling service has decreased slightly compared to Q3 (10 new referrals in Q4 compared to 12 new referrals in Q3). Please note that this does not include the number of employees who have accessed this service in this quarter using the generic referral code provided to GCSWS and GCSPS staff. However, within this financial year 4 employees from GCSWS have accessed the service using the generic code, while no employees from the GCSPS have accessed using their code. Employees from both those departments have accessed counselling through their manager and HR.

Implications

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

Financial

9. The Council follows the guidance within the NJC Terms and Conditions of employment for Local Government, known as 'Green Book'. The Green Book scheme for sickness absence provides that employees are entitled to occupational sick pay which is determined by length of service. The maximum amount of contractual sick pay after five years local government service is six months at full pay, six months half pay.
10. There are also the financial costs incurred in relation to the need for temporary cover of short and long-term sickness cases to maintain service delivery. In particular, any absence within the waste service crews will need to be covered by agency staff.

Legal

11. The Council has an obligation to make reasonable adjustments to allow a disabled employee to continue working or to join the organisation. Sickness records are a protected category under the Data Protection Act provisions in relation to employee records.

Staffing

12. The Council aims to support staff that experience ill health and to assist them to maintain a good attendance at work.
13. Sickness absence has an impact on the delivery of services to customers and means that duties need to be covered or reallocated to ensure continuity of service delivery. Long periods of absence as well as unplanned short-term periods of absence can cause disruptions and put additional pressure on remaining team members.

Risk Management

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

Equality and Diversity

15. There is currently minimal monitoring (gender, age, ethnic group, sexual orientation, disability) from an equal opportunity perspective on sickness absence. However the Council does employ a number of staff who have medical conditions which are considered to meet the definition of disability. The Council works with its occupational health provider and external agencies to ensure appropriate reasonable adjustments are in place.

Consultation responses (including from the Youth Council)

16. There was no consultation taken on this report.

Background Papers

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

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

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