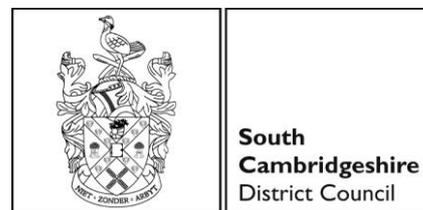


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15 January 2020

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

Quorum: 3

Substitutes: Councillors Sue Ellington, Graham Cone, Nick Wright, Bunty Waters,  
Clare Delderfield and Peter McDonald

Dear Councillor

You are invited to attend the next meeting of **EMPLOYMENT AND STAFFING COMMITTEE**, which will be held in **SWANSLEY A - SOUTH CAMBRIDGESHIRE HALL** at South Cambridgeshire Hall on **THURSDAY, 23 JANUARY 2020** at **10.00 a.m.**

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

Yours faithfully  
**Liz Watts**  
Chief Executive

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

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## AGENDA

	PAGES
<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 agree the minutes of the meetings held on 14 and 20 November 2019.	<b>1 - 8</b>
<b>RECOMMENDATION TO COUNCIL</b>	
<b>4. PAY POLICY STATEMENT</b>	<b>9 - 20</b>
<b>DECISION</b>	
<b>5. APPOINTMENT OF MONITORING OFFICER</b>	<b>21 - 24</b>

## **INFORMATION ITEM**

- 6. RECRUITMENT AND RETENTION TASK AND FINISH GROUP: END OF TASK REPORT** **25 - 28**

Please find attached a report from Cllr Claire Daunton, Chairman of the Recruitment and Retention Task and Finish Group.

## **PROCEDURAL ITEMS**

- 7. DATE OF NEXT MEETING**

To note that the next meeting is scheduled for Wednesday 18 March at 10am in Swansley Room A.

## **GUIDANCE NOTES 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**

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

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

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

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

You are not allowed to bring into, or display at, any public meeting any banner, placard, poster or other similar item. Failure to do so, will result in the Chairman suspending the meeting until such items are removed.

#### **Disturbance by Public**

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

#### **Smoking**

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

#### **Food and Drink**

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

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# Agenda Item 3

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Employment and Staffing Committee held on  
Thursday, 14 November 2019 at 2.00 p.m.

PRESENT: Councillor Henry Batchelor – Chairman

Councillors: Dr. Claire Daunton Mark Howell  
John Williams

Officers: Patrick Adams Senior Democratic Services Officer  
Liz Watts Chief Executive

Councillors Grenville Chamberlain, Neil Gough and Jose Hales were in attendance, by invitation.

### 1. APOLOGIES FOR ABSENCE

Apologies for Absence were received from Councillors Dawn Percival and Peter Topping.

### 2. DECLARATIONS OF INTEREST

None.

### 3. SENIOR MANAGEMENT RESTRUCTURE

The Committee agreed that the press and public be excluded from the meeting during the consideration of the following agenda item 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 paragraphs 1, 2 and 4 of Part 1 of Schedule 12A of the Act.

The Chief Executive presented this report on the proposed restructure of the senior management team at South Cambridgeshire District Council, by reporting on the background, the drivers for changes, the proposed structure and the process for the next steps.

#### **Background**

The Committee noted that the consultant Castlerigg had reported its findings in the summer, but it had been agreed to wait until the new Chief Executive had been appointed before deciding how to implement its recommendations. The Chief Executive apologised for the short notice with regards to the meeting, which was to ensure that there was no further delay in the process and to end the uncertainty affecting the Council.

#### **Proposed Structure**

The Committee noted that under the new structure there would be seven Heads of Service. The Chief Executive explained that the Head of Services would be solely responsible for their service area.

#### **Chief Operating Officer**

The Chief Executive explained that the Chief Operating Officer would have oversight of all the internal workings of the Council, which would allow the Chief Executive to focus on the external challenges facing the authority. The Chief Operating Officer would also

be responsible for working with some of the Council's partners. The Chief Executive and Chief Operation Officer would mentor the seven Heads of Service in a split that was to be agreed.

### **Timetable**

The Chief Executive explained that if Cabinet agreed these proposals at their meeting on Monday 18 November, there would be a 30 day consultation period with the affected staff and the unions. If there were no substantive changes the seven posts would be advertised internally in January and then, if necessary, externally advertised in February. The Committee noted that if the consultation process resulted in a substantial change to the proposals in the report, these would have to come back to the Committee before being reconsidered by Cabinet.

### **Responsibilities of the Heads of Service posts and remuneration**

The Chief Executive explained that seven Heads of Service would be a team of equals. She recognised that some of the posts could be seen to have more responsibilities than others. All posts would be subjected to a nationally agreed review process, which would determine their pay grade. It was possible that the posts would be evaluated on different pay grades, which was a normal arrangement.

### **Savings**

The Chief Executive explained that the estimated savings detailed in paragraph 23 of the report assumed that all seven posts would be evaluated at Grade 10. Obviously this was subject to change, depending on the evaluation process.

The Chief Executive explained that delivering the savings detailed in the Medium Term Financial Strategy would have to be made collectively by the senior management team.

### **Responsibility for policies**

The Chief Executive explained that the Heads of Service would be responsible for the policies that affected their own service, but cross cutting issues would have to be agreed collectively. It was noted that policies in technical areas were more likely to be the responsibility of middle managers than the Head of Service post.

### **ICT**

The Chief Executive recognised the ICT challenges facing the Council and the need for a new telephone system. However, she praised the introduction of Council Anywhere, which allowed staff to work from home or any other location with an internet connection. It was noted that the Council's ongoing Digital by Default initiative continued to deliver savings, by allowing residents to access services online without directly contacting an officer. The Chief Executive suggested that providing councillors with standardised hardware could resolve the current problems that members were having with ICT.

In response to questioning, the Chief Executive concluded that it was important that the Council introduced these structural changes and it was unnecessary to delay the implementation of the restructure until a new phone system was introduced or all the ICT issues were resolved.

### **Responsibility for recruitment and retention**

The Chief Executive explained that the Heads of Service would be responsible for recruitment within their own sections and for making decisions within the scope of their budgets. Decisions that affected other sections would need to be taken at a higher level.

### **Changes to lower management**

The Chief Executive explained that whilst strategic changes to the Council's

management structure would be recommended by this Committee to Cabinet, any changes within the proposed Service areas would not be. The relevant Lead Cabinet member would be consulted on any changes affecting service areas within their portfolios.

**Cross-cutting issues**

It was noted that wellbeing and climate change were cross-cutting issues and so were not the responsibility of one of the seven Heads of Service.

The Committee unanimously voted to

**RECOMMEND** the proposed structure to Cabinet (subject to consultation) for approval.

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**The Meeting ended at 3.00 p.m.**

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## **SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of a meeting of the Employment and Staffing Committee held on  
Wednesday, 20 November 2019 at 2.00 p.m.

PRESENT:	Councillor Henry Batchelor – Chairman Councillor Dawn Percival – Vice-Chairman	
Councillors:	Dr. Claire Daunton John Williams	Mark Howell
Officers:	Susan Gardner Craig Ian Senior Chloe Smith Liz Watts	Interim Director of Corporate Services Democratic Services Officer HR Advisor Chief Executive

### **1. APOLOGIES FOR ABSENCE**

Councillor Peter Topping sent Apologies for Absence.

### **2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **3. MINUTES OF PREVIOUS MEETING**

The Committee authorised the Chairman to sign, as a correct record, the Minutes of the meeting held on 12 September 2019.

### **4. RETENTION AND TURNOVER REPORT: QUARTER 2 (1 JULY TO 30 SEPTEMBER 2019)**

The Employment and Staffing Committee received and noted a report providing Members with an analysis of the turnover of staff between 1 July 2019 and 30 September 2019. The report highlighted trends, informing recruitment decisions and enabling South Cambridgeshire District Council to develop a resource strategy to drive change in a team or area of the business thus helping to achieve the Council's objectives.

In response to Members' questions, the Interim Corporate Services Director

- made it clear that the statistics related to all those employed by South Cambridgeshire District Council, including those working in Shared Services
- explained about the availability to all staff of an exit interview, an option that might not be taken for several reasons
- identified examples of vacancies that were difficult to fill, and possible reasons for this
- highlighted the opportunities, such as working from home, offered by the Council Anywhere remote working project
- outlined improvements being made in the Contact Centre

## 5. **SICKNESS ABSENCE 1 JULY TO 30 SEPTEMBER 2019**

The Employment and Staffing Committee **received and noted** a report on sickness absence for the period from 1 July 2019 to 30 September 2019.

Members engaged in a short debate. In particular:

- they established that the statistics included cases that South Cambridgeshire District Council had acquired from Cambridge City Council as part of the transition to shared services.
- In response to a question about how South Cambridgeshire District Council fared in the context of other local authorities, the Interim Corporate Services Director said that because of the need to compare like with like, and given this Council's mix of in-house and shared services, formal benchmarking had not been carried out.
- They welcomed the recruitment and retention opportunities that would flow from the adoption of remote working
- They noted the improved performance of the Contact Centre, training on use of the new portal, and efforts being made to improve career progression within that department

## 6. **REVIEWED ADOPTION POLICY**

The Employment and Staffing Committee **received and noted** a report updating Members about the Council's revised adoption policy.

## 7. **REVIEWED PATERNITY POLICY**

The Employment and Staffing Committee **received and noted** a report updating Members about the Council's revised paternity policy.

## 8. **REVIEWED SHARED PARENTAL LEAVE POLICY**

The Employment and Staffing Committee received and noted a report updating Members about the Council's revised Shared Parental Leave policy.

## 9. **UPDATE FROM THE RECRUITMENT AND RETENTION TASK AND FINISH GROUP**

Liz Watts, South Cambridgeshire District Council's Chief Executive, attended the meeting for this item.

Councillor Dr. Claire Daunton, Chairman of the Recruitment and Retention Task and Finish Group, addressed the meeting. She concluded that the Group had achieved all it could achieve for the time being and should be decommissioned.

The Chief Executive addressed the meeting and highlighted several positive aspects identified by her since taking up her appointment. These included

- The recent 'Away Day' attended by all staff working within the Greater Cambridge Shared Planning Service
- The successful deployment of the 'Council Anywhere' ICT project
- Proposals to update the Council's telephone system

- Changes being made to South Cambs Hall, partly in response to staff feedback
- The way the Elections team had adapted to their fifth Returning Officer in two years

The Committee agreed that Councillor Daunton should produce a final report on the Task and Finish Group's findings, and that the Group should evaluate the qualitative results of the staff survey. The Task and Finish Group could be re-established if necessary.

#### **10. DATE OF NEXT MEETING**

Members noted that the next scheduled Employment and Staffing Committee meeting would be on Thursday 23 January 2020 starting at 10.00am.

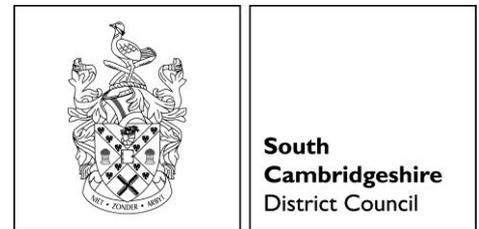
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**The Meeting ended at 2.55 p.m.**

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# Agenda Item 4



**REPORT TO:** Employment and Staffing Committee  
**LEAD CABINET MEMBER:** Councillor John Williams  
**LEAD OFFICER:** Interim Corporate Director

23 January 2020

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## Pay Policy Statement

### Executive Summary

1. This report appraises members of Employment and Staffing Committee of the requirements of the Localism Act in relation to a pay policy statement.
2. It covers the posts of chief executive, chief operating officer, joint service director, assistant directors and heads of service.

### Key Decision

No

### Recommendations

3. It is recommended that Employment and Staffing Committee recommend the approval of the Pay Policy Statement for 2020 to Full Council

### Reasons for Recommendations

4. On 21 February 2019, Council approved the Pay Policy Statement for the authority. This policy has been reviewed and updated with 2019/2020 pay and organisational structures and job titles.
5. The Localism Act 2011 (s38 to 40) requires the council to approve and publish an annual pay policy statement by 31 March each year.

### Details

6. The Hutton Review of Fair Pay (2011) recommended a requirement to openly compare the policies on remuneration for chief officers, and details of how decisions are made about the salaries of the highest paid officers and how that relates to the lowest paid.

7. The Localism Act 2011 requires English local authorities to produce, approve and publish a Pay Policy Statement for each financial year. The pay policy statement must be approved by Full Council and must include pay and other remuneration for chief officers and other employees, including the lowest paid.
8. Statutory guidance on the Localism Act refers to openness and accountability in local pay and seeks to achieve pay fairness in the public sector by increasing transparency relating to pay and tackling disparities between the lowest and the highest paid within the public sector.
9. Remuneration is defined widely, to include pay, charges, fees (such as returning officer fees), allowances, payment of professional subscription, and benefits in kind, pension, termination payments, performance bonus and severance payments. The statement should also refer to the authority's approach to the re-employment of officers.
10. The council's strategy must be one of balancing between securing and retaining high-quality employees whilst maintaining pay equality and avoiding excessive pay rates. In approving this policy, the authority must be satisfied that it is workable, affordable and reasonable and, that it will instil public confidence.
11. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require larger private and public sector employers (250+ employees) to report annually the difference between the mean and median average hourly rate of pay for male and female employees, gender bonus gap and the number of men and women across salary quartiles. The council publishes this information on the Government website and on its own website.

## **Implications**

### **Financial**

12. Salaries referred to in the pay policy statement are within current budgets.

### **Legal**

13. The Localism Act 2011 requires the council to have a pay policy statement.
14. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require larger private and public sector employers (250+ employees) to report annually.

### **Staffing**

15. Pay and benefits for council employees remains a key element in terms of attracting and retaining talent and therefore delivering first class services. The council's pay and reward strategy has been developed to ensure that employee pay is based on a fair and transparent evaluation process.

## **Equality and Diversity**

16. The council's pay grade structure and job evaluation method meets the requirements of the Equalities Act.

## **Consultation responses**

17. Trade unions were fully involved in the Job Evaluation project (2008–2012) and were consulted throughout the process of achieving the Single Status Agreement and pay and grading structures. Employees were consulted and balloted on the Single Status Agreement, which details the council's approach to pay, benefits and terms and conditions of employment.

18. The council formally recognises GMB and Unison for the purpose of consultation and negotiation. Trade unions consult with their members on the terms of the annual pay deal.

## **Effect on Council Priority Areas**

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

19. The council aims to be the 'employer of choice' and attract and retain the best talent by offering fair and transparent pay and reward benefits to its employees. It has a strong commitment to equality, personal and professional development and family friendly policies.

## **Background Papers**

The following background papers were used in the preparation of this report:  
Local Government Association and ALACE guidance dated November 2011

DCLG Code of recommended practice for Local Authorities on transparency September 2011

The Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017

[www.gov.uk/government/consultations](http://www.gov.uk/government/consultations)

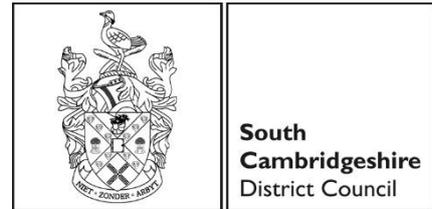
[www.gov.uk/government/publications/openness-and-accountability-in-local-pay-supplementary-guidance](http://www.gov.uk/government/publications/openness-and-accountability-in-local-pay-supplementary-guidance)

## **Appendices**

Appendix A: Pay Policy Statement

### **Report Author:**

Susan Gardner-Craig – Interim Corporate Director  
Telephone: (01954) 713285



## Pay Policy Statement 2020

This pay policy statement covers the posts of chief executive, chief operating officer, joint director, assistant directors and heads of service.

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 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

### Salary

The 2019/2020 salary scales for the above posts are presented in the table below

	Pay point					
Chief Executive	113,690	116,938	120,185	123,433	126,683	129,930
Chief Operating Officer	92,035	95,283	98,530	101,778	105,027	108,275
Joint Director	92,035	95,283	98,530	101,778	105,027	108,275
Assistant Director	62,492	64,714	66,933	69,154	71,375	73,595
Head of Service	62,492	64,714	66,933	69,154	71,375	73,595

## **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.

## **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.

## **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.

## **Bonus Payments**

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

## **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 and Development Review (PDR) process.

## **Salaries over £100,000**

The posts of chief executive, chief operating officer and joint director are the only posts that carry salaries of over £100,000.

## **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 will be published on the council's website.

[Senior Staff salaries](#)

## **10.0 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-imburement 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

## **Recruitment and Retention Policies**

### **Market Factor Supplements 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 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 or additional market supplement will be made in accordance with the council’s Golden Hello or Market Factor Supplement policy.

### **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.

### **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 Sodexo Say Care childcare voucher 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.

## **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.

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

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

## **Pension and Pension Enhancements**

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 8.5 and 12.5% of their salary to the scheme. Changes to the LGPS regulations were implemented in April 2014, and 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.

## **Election Fees**

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.

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.

Fees for local elections are set locally and are currently £373.72 per contested ward and £55.20 per uncontested ward.

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

## 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) on 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 ranges from £14,213 to £16,495 per annum. The salary for the lowest paid employee (excluding apprentices) on the council's pay scale is currently £16,495 per annum.

The chief executive's salary grade ranges from £113,690 to £129,930

The current ratio between the highest and the lowest pay points is - 1:9.1

The current ratio between the chief executive's current salary and the lowest pay point is 1:9.1

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 December 2019) of SCDC earners is 53% females to 47% males.

## Gender Pay Gap Reporting

In 2017 new 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 data was produced on 31 March 2019 and published on the Government's portal.

### Mean Gender Pay Gap

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 - **6.61%** 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

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 **-19.48%** 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

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	34	102	136	25.00%	75.00%
Lower Middle Quartile	77	60	137	56.20%	43.80%
Upper Middle Quartile	84	53	137	61.31%	38.69%
Upper Quartile	77	60	137	56.20%	43.80%

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).

## 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.

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

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, 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.

### **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.

### **Apprentices**

The Council has engaged a number of apprentices. The apprentice roles are created by services as development opportunities to support the apprenticeship programme. These roles are usually existing posts within service area structures. Apprentices are paid at Grade 1 during the term of their apprenticeship.

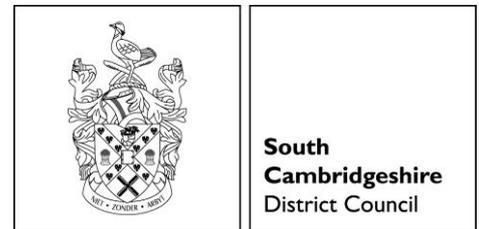
The Council currently has 5 Apprentices – Housing, HR, Contact Centre, Revenues. In addition, the Planning Service will maximise the apprenticeship opportunities as part of its career development programme.

The council has recently launched a management apprenticeship scheme, the first cohort will commence in January 2020.

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

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

# Agenda Item 5



**REPORT TO:** Employment and Staffing Committee

23 January 2020

**LEAD OFFICER:** Liz Watts, Chief Executive

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## APPOINTMENT OF MONITORING OFFICER

### Executive Summary

1. This report sets out the proposal by the Chief Executive for the appointment of the Monitoring Officer at South Cambridgeshire District Council.

### Recommendations

2. It is recommended that Employment and Staffing Committee recommend to Council, Rory McKenna as the Council's Monitoring Officer.

### Reasons for Recommendations

3. The Local Government & Housing Act 1989 requires every local authority to designate one of its senior officers as the Monitoring Officer. It is felt necessary to make the change to reflect the operational position which has been effective on the ground since September 2016.

### Details

4. The Monitoring Officer has the specific duty to ensure that the Council, its Officers, and its Elected Councillors, maintain the highest standards of conduct in all they do. The main duties of the Monitoring Officer are set out below. The Monitoring Officers' legal basis is found in Section 5 of the Local Government and Housing Act 1989, as amended by Schedule 5 paragraph 24 of the Local Government Act 2000.
5. The Monitoring Officer's main roles include:
  - ensuring that the Council acts and operates within the law. They have a duty to report to the whole Council if the Council has broken or may have broken the law.
  - arrangements to support the Council's functions and activities including regular reviews of the Council's Constitution.
  - supporting the Council's Civic Affairs Committee and helping promote and maintain high standards of conduct by Council members, officers, partners and contractors. Establishing and maintaining a register of interests for elected and co-opted members, including Parish Councillors. The Monitoring Officer

also receives complaints about the conduct of District and Parish Councillors and handles them alongside the Council's Independent Person.

- implementation of the Council's policies which support whistleblowing by staff.
- the Monitoring Officer is allocated as the Council's proper officer for Access to Information.

6. In South Cambridgeshire the role has been formally undertaken by Tom Lewis, the Head of Legal Practice (3C Shared Services Legal Practice) since 2016. However, with the recent changes to the senior management structure it is an appropriate time to make the change to reflect the operational position which is in place, meaning that Rory McKenna, currently Deputy Monitoring Officer, will become South Cambridgeshire District Council's Monitoring Officer.
7. Rory McKenna joined the 3C Shared Services Legal Practice in August 2016 and also acts as the Deputy Head of Legal Practice. Rory has worked in local government since 2004 advising on a wide variety of legal areas including administrative and constitutional law, planning and litigation. Prior to entering local government Rory worked in private legal practice in Belfast.

## Options

8. **Do nothing.** This option is not considered appropriate as it does not reflect the operational position on the ground.
9. **Appoint another Monitoring Officer.** The proposed officer will provide continuity of service to members and the Senior Management team and it is not necessary to look externally to fill the position.

## Implications

10. 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

11. There are no financial implications to the Council on this appointment.

## Legal

12. The Local Government and Housing Act 1989, requires all local authorities to appoint a Monitoring Officer.
13. The appointment of the Monitoring Officer requires the confirmation of full council.
14. The Council has a duty to provide the Monitoring Officer with the resources required to perform his statutory functions

**Staffing**

15. There are no staffing implications to the Council on this appointment.

**Risks/Opportunities**

16. This is seen as an opportunity to promote internally.

**Equality and Diversity**

17. None

**Climate Change**

18. None

**Effect on Council Priority Areas**

19. The appointment will enable the Council to deliver efficiently and effectively on the council's priority areas.

**Background Papers**

None

**Report Author:**

Liz Watts – Chief Executive  
Telephone: (01954) 713430

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# Agenda Item 6

## Recruitment and Retention Task and Finish Group : End of Task Report

The RRT&FG was set up in May 2019 in response to a need perceived by the Employment and Staffing Committee to consider in detail the challenges posed to the Council in the field of recruitment and retention.

A call was put out to all elected Members to join the T&FG and the following responded : Cllrs Cheung Johnson, Daunton, Handley and Wilson. Together with Susan Gardner Craig (SGC), as Lead Officer, these formed the group. Cllr Daunton agreed to chair the group and to write up notes of each meeting.

The group met three times : 20th May, 9th July and 16th October.

At the first meeting it was agreed to examine the following : time-frames for filling posts ; approach of managers to the general issue of recruitment and retention ; the branding and marketing of SCDC ; issues raised in the outcome of the staff survey that had a bearing on recruitment and retention.

At our second meeting we explored these issues leading to the following comments and questions.

1. Filling of posts: we explored differences of approach across South Cambs to timetable for filling of posts. SGC provided snapshot from three departments (Environmental Services, Housing and Planning) for posts filled early in 2019. Indications were that areas most in need of staff take longest to fill posts. In one instance it took almost a month for a candidate to be informed of the job offer, during which time they could easily have taken a job elsewhere. Important that vicious circle of 'being too busy to give time to recruitment because of being short staffed leading to being shorter staffed' did not take any further hold. Suggested that perhaps greater emphasis is needed across the Council on the need to push job offers through the system with speed. HR can and does do a lot, but managers in departments perhaps need encouragement to act. Changes have already been made to speed up the process.
2. Agreed that more emphasis could be put on the importance of good management in relation to recruitment. Filling posts can at times be the most important part of a manager's job and if it means putting other work on hold for a time, then that should be accepted as part of the commitment to manage. Managers need sufficient support to be able to find time to recruit and retain staff; sometimes this element of their work can seem really burdensome. Additional administrative support is one response. A workforce development post has been created in Planning; perhaps this is something to be replicated in other departments. A good use of time and money.
3. New Managers' Handbook is in train. This should help emphasise the need to prioritise recruitment and retention.
4. Specific points on recruitment: encourage departments to agree a date for interviews as soon as post is cleared for advertisement; put date for interviews into the advertisement; make sure successful candidate is informed as soon as possible after interview; make sure unsuccessful interviewees are also contacted; keep note

of any unsuccessful candidate whom one might want to consider for other South Cambs posts.

5. Specific points on retention for managers: make sure to welcome staff when they start, to have a mentor or 'buddy' in place for them from their first day; make sure the regular one-to-one meetings between managers and staff are held; notes should be kept and follow ups arranged; make sure development opportunities for staff are known and offered. Looking after staff and valuing them and their work is important.
6. IT issues: all staff are concerned about the ways in which poor IT infrastructure impedes their work and can make carrying out daily duties very stressful. Accepted by all that this situation has to be resolved. Work going on now to solve problems.
7. Branding and Marketing. Some work has already been done on this with Comms., Does not need a large sum of money to be spent to make some significant helpful changes. In the meantime, simple things can be done to improve present arrangements. Group recommended: setting aside money to review jobs page, looking to bring in someone to redesign it; giving job vacancies a more prominent position on home page; putting onto web pages video quotes from those currently working in South Cambs indicating the range and interest of their jobs and the benefits offered by South Cambs as an employer; advertise apprenticeship scheme more widely.

At our third meeting we looked in detail at the qualitative information that had come out of the staff survey which the Employment and Staffing Committee had commissioned. Many of the comments in the survey relating to recruitment and retention backed up our own findings and appeared to endorse the group's suggestion that greater management emphasis needed to be placed on the importance of good practice in this area. We also commented that the following of basic and established procedures in relation to recruitment produced good results and when these were not followed the outcome was not good. Planning had suffered particularly both because of its major restructuring into a shared service but also because of national shortages in that profession. Special attention would be paid to planning in relation to recruitment and retention.

Apart from management and procedural issues we noted that the physical infrastructure of the building needed some serious attention, particularly kitchen and washroom facilities. We also noted the many positive comments in the survey concerning supportive colleagues, flexible working, work in the service of others, and the friendly atmosphere.

Further, we noted that over the past three years (2016-2019) there had been little continuity in senior management and leadership and that there had been significant 'acting up' with consequent huge administrative and management responsibilities laid on few people. Given the workloads across departments, there had, in some areas, been an inability to respond in a timely and appropriate manner to requests from members and from the general public, leading to a perception that the culture of service was in need of re-freshing.

The appointment of a new CEO, Liz Watts, was a good opportunity for such refreshment and for a new approach to management. Liz Watts would be considering the implementation of recommendations of Castlerigg, the consultants employed to take

forward the need, acknowledged in 2016, for some new thinking on management structures and service deliverability across the Council

At its third meeting group believed that it had highlighted issues of concern in relation to recruitment and retention ; it had suggested ways forward ; and it could already see some of those suggestions being put into practice .

At this stage it was felt appropriate for the group to stand down. Liz Watts had already indicated her intentions in relation to the implementation of the Castlerigg report, the need for leadership through good management and the encouragement of staff, the importance of a culture of service and the a supportive work environment. These would feed into significant steps forward in recruitment and retention

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