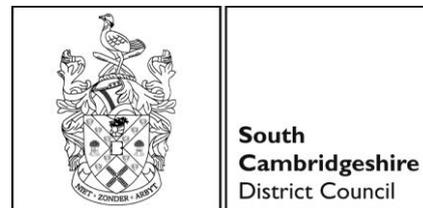


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24 July 2020

To: Chair – Councillor Henry Batchelor  
Vice-Chair – 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,  
Grenville Chamberlain, Clare Delderfield and Peter McDonald

Dear Councillor

You are invited to attend the next meeting of **EMPLOYMENT AND STAFFING COMMITTEE**, which will be a **VIRTUAL MEETING - ONLINE** on **MONDAY, 3 AUGUST 2020** 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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## 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 previous meeting held on 18 March 2020.	1 - 2
<b>4. UPDATE ON BAME TASK AND FINISH GROUP</b> At its meeting on 14 July, Council agreed a motion(see attached) which included the setting up of a Task and Finish Group under the auspices of the Scrutiny and Overview Committee to examine whether ethnic minorities were discriminated against in the Council's recruitment process and in their career progression.	3 - 6

The Employment and Staffing Committee may wish to consider how it can assist the Task and Finish Group without duplicating its work.

5. **QUARTER 4 SICKNESS ABSENCE REPORT (1ST JANUARY 2020 TO 31ST MARCH 2020)** 7 - 22
6. **RETENTION AND TURNOVER REPORT: QUARTER 4 (Q4) 1 JANUARY TO 31 MARCH 2020** 23 - 32
7. **UPDATE ON THE IMPACT OF COVID-19 ON STAFF - ORAL REPORT**  
The Committee will receive an oral report on the following issues:
- The monitoring of health and wellbeing of staff during the pandemic whilst they are working from home
  - Support provided to staff: Employee Assistance Programmes (EAP)
  - Impact on staff training programmes
  - When are staff returning to the office?
8. **THE NEXT STAFF SURVEY - ORAL REPORT**  
To received an oral update on the status of the next staff survey in light of homeworking.
9. **DATE OF NEXT MEETING**  
The next scheduled meeting: Tuesday 12 January 2021 at 10am.

## **GUIDANCE NOTES FOR MEMBERS OF THE PUBLIC FOR REMOTE MEETINGS**

Members of the public are welcome to view the live stream of this meeting, except during the consideration of exempt or confidential items, by following the link to be published on the Council's website.

Any person who participates in the meeting in accordance with the Council's procedure rules, is deemed to have consented to being recorded and to the use of those images (where participating via video conference) and/or sound recordings for webcast purposes. When speaking, members of the public should not disclose any personal information of any individual as this might infringe on the rights of that individual and breach the Data Protection Act.

For more information about this meeting please contact [democratic.services@scams.gov.uk](mailto:democratic.services@scams.gov.uk)

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# Agenda Item 3

## **SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of a meeting of the Employment and Staffing Committee held on  
Wednesday, 18 March 2020 at 10.00 a.m.

**PRESENT:** Councillor Henry Batchelor – Chairman  
Councillor Mark Howell – Vice-Chairman (for this meeting)

**Councillors:** Peter McDonald Dawn Percival (via Skype)

**Officers:** Patrick Adams Senior Democratic Services Officer  
Susan Gardner Craig Interim Director of Corporate Services

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

Apologies for absence were received from Councillors Sarah Cheung Johnson, Claire Daunton, Heather Williams and John Williams. Councillor Peter McDonald was substituting for Councillor Claire Daunton and Councillor Dawn Percival was present via Skype.

It was noted that the number of apologies for absence were the result of Government advice to prevent the spread of the Covid-19 virus. It was agreed that due to the current situation, only the minimum number of Councillors to make the meeting quorate should be in attendance.

Councillor Mark Howell acted as Vice-Chairman for this meeting.

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

None.

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

The minutes of the meeting held on 23 January 2020 were agreed as a correct record.

In response to points raised on the minutes, the Head of HR and Corporate Services reported that

- She had met with the Lead Cabinet Member of Planning to discuss the issue of planning salaries.
- She had the authority to approve travel expenses for a job applicant in exceptional circumstances.

### **4. QUARTER 3 SICKNESS ABSENCE REPORT (1 OCTOBER 2019 TO 31 DECEMBER 2019)**

The Head of HR and Corporate Services presented this report on the sickness absence for the period of 1 October to 31 December 2019. She explained that whilst this was a slight increase on last year's Quarter 3 figure, the reporting and management of sickness processes at the Depot had been improved and a number of cases had been resolved. It was understood that the Council's performance in this area compared favourably to other public sector organisations.

It was noted that sickness increased in the winter months and this was reflected in the

data for Quarter 3 and Quarter 4. It was expected that the initial impact of the coronavirus would be shown in Quarter 4 2019/20 and Quarters 1 and 2 2020/21.

### **Coronavirus**

The Head of HR and Corporate Services reported that the Council was maintaining separate lists of staff who were:

- Self-isolating due to their own sickness.
- Self-isolating because they were in a vulnerable group.
- Self-isolating because they were caring for vulnerable dependents.
- Working at home due to childcare responsibilities.

The Chairman thanked the Head of HR and Corporate Services and her team for their work during this challenging time. The Committee **NOTED** the report.

## **5. RETENTION AND TURNOVER REPORT: QUARTER 3 (1 OCTOBER TO 31 DECEMBER)**

The Head of HR and Corporate Services presented this report on the turnover of staff between 1 October and 31 December 2019. It was noted that the figure of 2.18% of voluntary leavers was well within the target of 3.25%.

### **Reasons for leaving**

The Head of HR and Corporate Services agreed to investigate why, during the first three quarters of the year, 17 leavers did not report a reason for leaving the Council.

### **Retaining staff**

The Head of HR and Corporate Services explained that the Council had agreed a contract for the provision of a benefits portal and this was in the process of being set up. The portal will allow employees to access all their benefits in one place. Market Factor Supplements(MFS) paid to staff could not be used in calculations for mortgage payments or loans. These issues were being investigated and advice being sought. Talks between management and the Trade Unions were due to commence on this year's pay deal.

It was understood that the coronavirus was creating uncertainty in the job market and that often in an economic downturn the public sector became an attractive choice of employer. This meant that it was likely that staff turnover figures would remain low.

The Chairman thanked the Head of HR and Corporate Services for this useful and informative report, which was **NOTED** by the Committee.

## **6. STAFF SURVEY 2020 - ORAL DISCUSSION**

This item was deferred.

## **7. DATE OF NEXT MEETING**

It was agreed that the Committee should only meet if it had urgent business and it was unnecessary to set a date for the next meeting of the Committee.

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**The Meeting ended at 10.20 a.m.**

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# Agenda Item 4

Council

## NOTED

1. The killing of George Floyd in June 2020, for which a Minneapolis police officer has been charged with second-degree murder and three other police officers have been charged with aiding and abetting second-degree murder.
2. BAME people are 54% more likely than white people to be fined under the new coronavirus lockdown laws. ([Link](#))
3. In the UK 26% of instances of police using firearms are against black people, despite black people making up only 3.3% of the population. ([Link](#))
4. 51% of young men in custody in the UK are from Black, Asian or minority ethnic backgrounds, despite these groups making up only 14% of the UK population. ([Link](#))
5. Around two thirds of healthcare staff who have died as a result of COVID-19 are from a BAME background whereas they make up 20% of the overall workforce. ([Link](#))
6. Black people were 47 times more likely to face suspicionless stop and searches by police than white people. ([Link](#))

Recorded its belief that:

- A. Racism in all forms, both structural and in individuals, continues to be a serious and often unseen problem in the UK. This is as true in Cambridgeshire, where the ethnic minority population is 18.6%, as it is in areas with greater diversity.
- B. Although progress has been made in combating racism, work to eradicate it entirely is far from complete.
- C. This Council, representing people in South Cambridgeshire, has a duty as a public leader to actively lead that work.

Resolved to meet the challenge head on and

Council

## AGREED to

- A) Ensure Black History month, an event initiated by Cllr Tumi Hawkins for the first time in SCDC's history in 2019, is made an annual event at South Cambs.
- B) Request Scrutiny and Overview Committee to convene a Task and Finish group to:

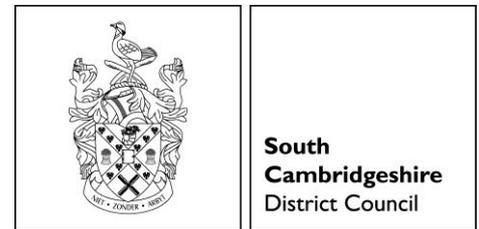
- i. Review and examine the SCDC structure to ensure ethnic minorities are not disadvantaged. Understand specifically how many BAME staff we employ, where are they working, what barriers, if any exist to their career progression and whether a “name blind” recruitment process would aid in the recruitment of more BAME staff. Review the evidence, provide recommendations and devise a set of KPIs and a challenging outturn for us to achieve this.
  - ii. Consider BAME access to housing and to homelessness and welfare support, which are important parts of the council remit. The group would review and recommend concrete actions on how we adopt an actively anti-racist outlook within areas where we have influence, by reviewing our corporate equalities and diversity policies so that anti-racism is explicit and not implied; by routinely calling for transparent reporting and continuous monitoring of the impact on the BAME community: for example, continuing to request reporting on the BAME pay gap; by reviewing whether housing statistics can be broken down by ethnicity and if any other meaningful statistics that can be monitored regularly can be produced.
  - iii. Provide an input into the Equality policy currently being drafted.
  - iv. Conduct an audit of street names and any public monuments this Council is responsible for which name individuals or organisations, to review any that have racist links. Review this list and produce a set of recommendations on any actions that should be taken.
- C)** Write to the Secretary of State for education to review the national curriculum to ensure the inclusion of BAME history and culture in lessons, including providing further historical context for events normally only seen through the lens of white British history, and also ask South Cambridgeshire schools to include such material proactively.
- D)** Ask the Police & Crime Commissioner to:-
- report on what measures have been put in place to reduce the disproportionality of BAME people affected by the use of stop and search powers seen nationally and how often are these measures are reviewed; and to provide a regular report to the Community Safety Partnership as to initiatives and progress;
  - Report on strategy to get more BAME officers recruited and developed for Cambridgeshire; and
  - put in place measures to ensure that arrest and custody measures are proportionate.
- E)** Request the Local Resilience Forum, as part of the recovery work being coordinated by the Strategic Command Group, to include in their review the

impact of the coronavirus on BAME communities, with a breakdown to district level.

- F)** Ask the Combined Authority to produce a toolkit for businesses to help broaden their understanding of race inequality in the workplace, including but not limited to materials, signposts to relevant local groups and training that can be provided for staff, and links to relevant networks.
- G)** Work with NHS to ensure that it fully compensates BAME Covid-19 affected staff and families that have been disproportionately impacted.
- H)** Ask Scrutiny & Overview Committee to convene a sub-group to regularly review our progress on the measures above and recommend any additional steps required to achieve these goals.
- I)** Write to our District MPs to ask that while conducting another race inequality review, the Government also accelerate the implementation of recommendations from previous reviews - for example, the Lammy and Windrush recommendations.

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# Agenda Item 5



**REPORT TO:** Employment and Staffing Committee

27<sup>th</sup> April 2020

**LEAD CABINET MEMBER:** Cllr John Williams

**LEAD OFFICER:** Susan Gardner-Craig – Head of HR and Corporate Services

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## Quarter 4 Sickness Absence Report (1<sup>st</sup> January 2020 to 31<sup>st</sup> March 2020)

### Executive Summary

1. The following report provides information on sickness absence for the period of 1<sup>st</sup> January 2020 to 31<sup>st</sup> March 2020, and is a quarterly monitoring report.
2. Our BVPI figure is 2.6 days per FTE (based on 553.34 FTE), which is a 3.46% decrease compared to last year's Q4 figure (2.69 days based on 517.29 FTE). This quarter's performance has shown a 10.77% decrease on the previous quarter's figure (Q3 2019-20) in the number of sick days.

Within this quarter 148 employees have had absences due to sickness, meaning 425 employees have not had any absences within this period.

The total days lost in Q4 for SSWS account for 44.5% (640 days), a decrease from 725 days in Q3.

Within this financial year 332 employees had a period of sickness absences, meaning approximately\* 241 employees had no sickness absence (42.1% staff).

\*This number is an approximation due to the fact that staffing levels have changed throughout the year, so this number was calculated using the total number of staff employed at the end of the year

### Key Decision

3. No

### Recommendations

4. 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

## Details

5. In terms of the reasons behind absences, the three highest categories for absence are Stress, depression & mental health (540), Other muscular-skeletal (268), and Viral/Infections (173) which accounted for 68.2% of total absence for this Quarter.
6. The number of days absence for Stress/depression & mental health has decreased by 13.04% from Q3 2019/20, but has increased by 91.49% from Q4 2018/19. Viral/Infections showed a slight decreased compared to Q3 (11.28%), and a bigger decrease from Q4 last year (26.32% decrease). It is worth noting that we have held a number of bookable flu jab appointments over the winter period.
7. The Council has several measures in place to support mental health in the workplace, including a confidential counselling service and Mental Health First Aiders. We have also introduced monthly Coffee Mornings, which are aimed at improving employee's mental health by encouraging them to take a break from their computer and engage with colleagues and the Mental Health First Aiders; so far we have seen good attendance at these events. Within this quarter we have also run several wellbeing sessions, with more planned for next year.
8. The table below shows the number of days absence attributed to stress/depression & mental health, as well as what percentage of total absences that correlates to.

Stress/depression & mental health	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
No. days absent and percentage	436.5 (32%)	282 (20.3%)	662 (40%)	511 (32%)	621 (39.1%)	540 (37.6%)

9. Looking at the breakdown in terms of long term absences, there were 25 employees with long term absences within the quarter, and they accounted for 909 days. At Department level, the 3 highest were 9 in Shared Waste; 8 in Affordable Homes and 4 in Health and Environmental Services. This is an

increase from 22 employees in Q3. Looking at the split between long term and short term absence, 53.7% (488 days) of the total for Stress and Depression was categorised as long term.

10. 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 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
Back and Neck Pain	171 (13%)	132 (9%)	214 (13%)	29 (1.4%)	91 (5.7%)	132 (9.2%)
Other Muscular-Skeletal	230 (17%)	323 (23%)	230.1 (14%)	522 (33%)	292 (18.4%)	268 (18.6%)
Total	401	455	444.1	551	383	400

11. While there has been a rise in absences for Back and Neck Pain, and other Muscular Skeletal reasons within Q4, the total is still lower than some previous quarters.

12. HR are continuing to work with the Health and Safety lead in the Waste Service to raise awareness of safe working practices and manual handling. HR have also recently increased the HR support available to the GCWS by recruiting an additional HR co-ordinator to be based primarily at the depot. Their primary role is to work with managers to reduce levels of sickness absence. The total days lost in Q4 for SSWS account for 44.5% (640 days), a decrease from 725 days in Q3. Of their 9 long term absence cases: 8 returned to work in Q4 2019/20 or Q1 2020/21; and Ill Health Retirement was granted for 1.

13. 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.

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

## **Background**

### **15. Sickness statistics**

#### **(A) Sickness PI – See Appendix A**

The sickness PI for this period was 2.6 days' sickness absence per FTE (*FTE for Q4=553.34, compared to 551 for Q3*).

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

Sickness days lost has decreased by 151 compared to last quarter (Q3 2019-20).

The **1438** days sickness absence can be attributed to **148 employees**. The number of employees who have been absent has decreased from 156 in Q3.

**(C) Sickness Days per FTE – See Appendix C**

The sickness days recorded per FTE for the whole Council was 2.6 in Quarter 4 2019-20.

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

Long-Term Sickness accounted for 63.21% of total sickness absence in Quarter 4.

Within Q4 there were 25 employees who were classed as being on long-term sickness absence, and 9 of these were GCSWS staff.

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

The chart shows the following changes since last quarter (Q3 2019/20).

The three highest reasons for Sickness Absence in this Quarter were Stress, depression & mental health; other muscular-skeletal; and viral/infections.

When comparing Q4 2019/20 to Q3 2019-20, there have been increases due to the following reasons

- Back
- Ear, nose, mouth, eye
- Genito-urinary
- Heart, blood pressure, and circulation
- Other

During the same period, there have been decreases to

- Chest/respiratory
- Headaches & migraines
- Other muscular-skeletal
- Pregnancy-related
- Stomach, liver, kidney, digestion
- Stress, depression and mental health
- Viral/Infections

Compared to the same quarter last year (Q4 2018/19) there have been increases attributed to

- Ear, nose, mouth, eye
- Headaches & migraines
- Stress, depression & mental health

And for the same period, decreases to the following:

- Chest/respiratory
- Genito-urinary
- Heart, blood pressure, and circulation
- Other
- Other muscular-skeletal
- Pregnancy-related
- Stomach, liver, kidney, digestion
- Viral/Infections.

16. 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. One of the changes we have made last quarter was to record ME/CFS and MS as muscular-skeletal absences rather than Other, but we are hoping to introduce more absence codes in the future which would allow us to better identify absence trends so that we can target our support measures.

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

### **Considerations**

18. 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.

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

20. 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.
21. We have changed OH provider, as of the start of October, and are continuing to work with them to assess what support can be provided in the workplace to support employees with other muscular-skeletal or back conditions. This may include offering additional supports such as physiotherapy sessions.
22. 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.
23. During Q3 and Q4, the HR team have been working alongside managers, introducing a new way of working/new tools to try to assist managers in proactively managing long term absence.
24. HR are continuing to work with managers on managing and identifying stress in the workplace and have launched some new manager training sessions covering topics including managing absence. HR also continue to run wellbeing sessions regularly and have been working with Mental Health First Aiders to promote the supports available and introduce the monthly Coffee Mornings.
25. The number of new referrals to our Counselling service has decreased slightly compared to Q3 (14 new referrals compared to 17 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. We have been promoting this support to employees, especially within the planning department.

## **Implications**

26. 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**

27. 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.
28. 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**

29. 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**

30. The Council aims to support staff that experience ill health and to assist them to maintain a good attendance at work.
31. 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.

## **Risks/Opportunities**

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

## **Equality and Diversity**

33. 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.

## **Climate Change**

34. There are no significant implications

## **Consultation responses**

35. 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.

## **Appendices**

Appendix A: Trend information for BVPI 12 – day's sickness per FTE

Appendix B: Benchmark figures by corporate area

Appendix C: Sickness days per FTE (compared to last quarter)

Appendix D: Long term v short term sickness

Appendix E: Sickness absence by reason given

Appendix F: Summary of sickness by reason compared to last quarter

**Report Author:**

Chloe Smith – HR Advisor  
Telephone: (01954) 712903

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**Appendix A - Trend information for BVPI 12 – day’s sickness per FTE (2019/20)**

Quarter	Q1	Q2	Q3	Q4
BVPI 12 figure	3.1	2.93	2.88	2.6
Cumulative	3.1	6.03	8.91	11.51
BVPI 12 figure last year	2.44	2.26	2.64	2.69

Year	10/11	11/12	12/13	13/14	14/15	15/16
BVPI 12 figure (year end)	12.13	11.58	8.27	7.82	8.07	8.75
FTE at year end	449.28	441.12	431.3	395.55	386.51	394.5

Year	16/17	17/18	18/19	19/20	20/21	21/22
BVPI 12 figure (year end)	10.34	11.05	10.03	11.42		
FTE at year end	388.87	493.85	517.29	553.34		

**Appendix B – Benchmark Figures by Corporate Area**

Area	Quarter 4 (01/01/20 - 31/03/20)		
	No. of available working days lost due to sickness	No. Employee's with sickness absence days in period	Comments
<b>Affordable Homes</b>			
Affordable Homes (ex. SH )	304	26	7 long term sickness absences
Sheltered Housing	46	8	1 long term sickness absences
<b>Chief Executive Team</b>			
Chief Executive Team	0	0	
<b>Corporate Services</b>			
Finance, Policy & Performance	6	2	
Business & Customer Service	103	11	1 long term sickness absences
HR	14	3	
Facilities	9	2	
Democratic Services (incl. Elections)	0	0	
Revenues & Benefits	103	14	1 long term sickness absences
<b>H&amp; ES</b>			
Health & Environment (ex. GCSW)	139	9	2 long term sickness absences
GCWS	640	55	9 long term sickness absences
<b>GCSPS</b>			
GCSPS	74	18	1 long term sickness absences
<b>Total</b>	<b>1438</b>	<b>148</b>	



**Appendix C - Sickness Days per FTE in Quarter 4 (01/01/20 - 31/03/20) (Compared to last quarter)**

Increased Sickness	Maintained Sickness	Decreased Sickness
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Area	FTE at 01/10/2019	Sickness days per FTE in Q3 (2019/20)	FTE at 01/01/2020	Sickness days per FTE in Q4 (2019/20)	Number of sickness days between Q3 & Q4 2019/20
<b>Affordable Homes</b>	103.59	3.39	106.40	3.29	-0.10
Affordable Homes (ex. SH)	81.94	3.44	84.13	3.61	0.17
Sheltered Housing	21.65	3.19	22.27	2.07	-1.12
<b>Chief Executives</b>	9.81	0.20	10.35	0.00	-0.20
<b>Corporate Services (Total of 7 depts. below)</b>	104.28	1.42	112.97	0.00	-1.42
Finance, Policy & Performance	13.99	0.71	18.40	0.33	-0.39
Business & Customer Service	21.64	3.28	24.03	4.29	1.01
HR	9.81	0.61	9.70	1.44	0.83
Facilities	5.69	0.00	5.69	1.58	1.58
Democratic Services (incl. Elections)	10.00	0.30	10.00	0.00	-0.30
Revenues & Benefits	43.15	1.34	45.15	2.28	0.94
<b>H&amp;ES</b>	211.28	4.53	201.89	0.00	-4.53
Health & Environment	47.87	4.87	45.67	3.04	-1.82
GCSW	163.41	4.44	156.22	4.10	-0.34
<b>GCSPS</b>	122.03	1.07	121.73	0.61	-0.46
			553.34	2.60	

**Appendix D – Long Term v Short Term sickness**

Department	Quarter 4 (01/01/20 - 31/03/20) sickness			
	No of days Long term (20+ days)	% of dept. absence that = Long Term	No of days Short term	% of dept. absence that = Short Term
<b>Affordable Homes</b>				
Affordable Homes (exc. SH and DLO)	228	75.0%	76	25.0%
Sheltered Housing	32.00	69.6%	14.0	30.4%
<b>Chief Executive Team</b>	0	0.0%	0	0.0%
<b>Corporate Services</b>				
Finance, Policy & Performance	0	0.0%	6	100.0%
Business & Customer Services	65	63.1%	38	36.9%
HR	0	0.0%	14	100.0%
Facilities	0	0.0%	9	100.0%
Democratic Services & Elections	0	0.0%	0	0.0%
Revenues & Benefits	65	63.1%	38	36.9%
<b>H&amp;ES</b>				
Health & Environment (ex. GCSW)	120	86.3%	19	13.7%
GCSW	373	58.3%	267	41.7%
<b>GCSPS</b>	26	35.1%	48	64.9%
<b>Total</b>	<b>909</b>	<b>63.21%</b>	<b>529</b>	<b>36.79%</b>

**Confidential**

**Appendix E – Sickness absence by reason given – Quarter 4 (01/01/20 – 31/03/20) (figures quoted as number of working days lost)**

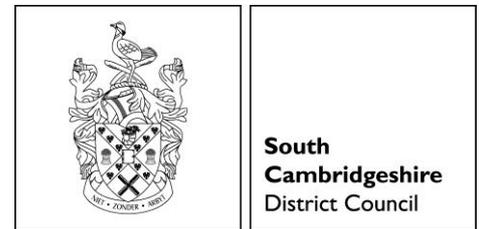
Reason	Affordable Homes	Sheltered Housing	Chief Exec Team	Corp Services – Finance, Policy & Performance	Corp Services – Bus/Cust Services	Corp Services – HR	Corp Services – Facilities	Corp Services – Elections & Dem Services	Corp Services – Revenues & Benefits	Health & Env't Services	GCSW	GCSPS	Other	Total	
Back	42			1					3	20	66			132	Back
Chest/respiratory					1	5			3		19	8		36	Chest/respiratory
Ear, nose, mouth, eye	19	2			9						10	4		44	Ear, nose, mouth, eye
Face														0	Face
Genito-urinary		2												2	Genito-urinary
Headaches & migraine	9	1			7					45	3	3		68	Headaches & migraine
Heart, blood pressure, circulation											10			10	Heart, blood pressure, circulation
Operation & post op recovery														0	Operation & post op recovery
Other	33										18	4		55	Other
Other Muscular-Skeletal	32						4				231	1		268	Other Muscular-Skeletal
Pregnancy related					2									2	Pregnancy related
Stomach, liver, kidney, digestion	4	1			10		4		16		66	7		108	Stomach, liver, kidney, digestion
Stress, depression & mental health	146	32			66	7			67	42	154	26		540	Stress, depression & mental health
Viral/Infections	19	8		5	8	2	1		14	32	63	21		173	Viral/Infections
<b>Total</b>	<b>304</b>	<b>46</b>	<b>0</b>	<b>6</b>	<b>103</b>	<b>14</b>	<b>9</b>	<b>0</b>	<b>103</b>	<b>139</b>	<b>640</b>	<b>74</b>	<b>0</b>	<b>1438.0</b>	<b>Total</b>

**Appendix F - Summary of Sickness by Reason compared to last quarter Q3 (2019-20) and Q4 last year (2018-19)**

Increased Sickness	Maintained Sickness	Decreased Sickness
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Reason	LAST QUARTER Q3 2019/20	Q4 LAST YEAR 2018- 19	Days Lost for Q4 (2019/20) 01/01/20- 31/03/20	Change since last quarter (Q3 19-20) -/+	Change since Q4 last year (18-19) - /+
Back	91	132	132	41	0
Chest/respiratory	79	117	36	-43	-81
Ear, nose, mouth, eye	26	27	44	18	17
Face	0	0	0	0	0
Genito-urinary	1	4	2	1	-2
Headaches & migraine	83	16	68	-15	52
Heart, blood pressure,	0	43	10	10	-33
Operation & post op recovery	0	0	0	0	0
Other	10	79	55	45	-24
Other Muscular- Skeletal	292	323	268	-24	-55
Pregnancy related	13	12	2	-11	-10
Stomach, liver, kidney, digestion	178	120.5	108	-70	-12.5
Stress, depression &	621	282	540	-81	258
Viral/Infections	195	234.8	173	-22	-61.8
Not recorded	0	0	0	0	0
<b>Total</b>	1581	1364.7	1589		

# Agenda Item 6



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

16<sup>th</sup> June 2020

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## RETENTION AND TURNOVER REPORT: QUARTER 4 (Q4) 1<sup>st</sup> January– 31<sup>st</sup> March 2020

### Executive Summary

1. This report provides an analysis of the turnover of staff between 1<sup>st</sup> January – 31<sup>st</sup> March 2020. The reason for this report and the regular reporting on an organisation's turnover is to highlight trends, inform recruitment decisions and enable SCDC to develop a resource strategy and/or to 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 Employment and Staffing Committee note the report and actions taken following exit interviews.
4. It is recommended that we improve exit interview process by: introducing a new, online form; the online form to be completed in the first instance, and then introducing the option of HR holding a meeting with the leaver if required/requested.
5. It is recommended that we introduce new Reporting measures from Quarter 1, in addition to the current PI, used to measure the number of leavers. It is recommended we use the Stability Index.

### Reasons for Recommendations

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

7. Currently, this Retention and Turnover Report gathers data from completed Exit Interviews. However, we are only receiving 50-60% over recent Quarters. We can only address issues when they are raised and brought to managers or HR attention.
8. Current guidance from the CIPD (Chartered Institute of Professional Development) states “the interviewer should not be a manager who has responsibility for the individual or who will be involved in future reference writing”. By taking this process away from the Line Manager, it hopefully allows the employee to be open about any issues, more so than if they were discussing it with a manager
9. By using Microsoft Forms we can improve the presentation and analysis of data for example displaying in graphs. This will enable HR to provide the organisation with more information in relation to trends and supplement the information that currently gather from exit interviews.
10. The content of the Exit Interview form has been reviewed and it is proposed to make these changes effective immediately.
11. The Stability Index indicates the retention rate of experienced employees.

## Details

12. The Performance Indicator (PI) value for Q4 (1<sup>st</sup> January – 31<sup>st</sup> March 2020) is 2.97% (based on a headcount of 573 at 1<sup>st</sup> January 2020). The quarterly target for voluntary leavers\* is 3.25%<sup>1</sup>.
13. The rate of all leavers (taking into account both voluntary and involuntary leavers) is 3.67% for Q4. (Including redundancies and end of fixed term contracts.)
14. The Stability Index indicates the retention rate of experienced employees. This is calculated as:  
  

$$\frac{\text{Number of staff with service of one year or more}}{\text{Total number of staff in post one year ago}} \times 100.$$
15. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. Exit Interviews are compulsory for all leavers (unless inappropriate – for example in the case of dismissal due to disciplinary or capability issues).
16. For those leaving in this period, the HR team received 10 exit interview forms (out of the 17 voluntary leavers), which is a return rate of 58.8%.

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<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).

17. There was a slight increase in the number of exit interview forms received from last quarter: 50% in Q3, 44.4% in Q2 and 61.1% in Q1. However, this quarter's figures are still low.
18. The exit interviews enable us to gain feedback from staff and establish why our employees have chosen to leave the organisation. In addition, exit interviews help to identify trends and areas of concern on which the Council can make improvements and improve the employee experience and level of engagement. Managers are required to carry out exit interviews and completion is encouraged by HR. The employee can request to have their exit interview with a member of the HR team. The breakdown of reasons for leaving can be found at Appendix A. Appendix A is compiled from information contained in Leavers' Forms sent by Managers to HR.
19. There was an increase in the number of voluntary leavers in this quarter. The number of involuntary leavers was the same compared to last quarter.
20. The following information was gathered from the exit interviews during which employees raised issues pertaining to and, any action taken by the manager/HR. The Exit Interview form has been revised to capture more information on staff feedback and manager actions to be taken.

Issue raised	Action taken by manager/HR
Career Development & opportunities	Continue to advertise new job roles and opportunities for secondments; face-to-face training courses to resume when appropriate, some on-line training being delivered.
Risk of market supplement being removed each year is a concern for staff (GCSPS)	MFS is not a contractual right, and has to be approved each time
Package doesn't recognise the City benefits GCSPS staff used to enjoy. Courses are all about SCDC and don't reflect City-based operations for GCSPS staff. City-based staff feel forgotten about.	Issues raised already; training was planned for the whole department, but won't be like-for-like as was received whilst staff were at City
Poor salary	Roles are evaluated according to Job Evaluation Framework, and then paid accordingly.

21. A section is included on the Exit Interview form for managers to provide detail on any actions they have taken as a result of the employee's feedback. The manager can also add comments in cases where the views of the manager may not be the same as the individual'. This will no longer be applicable, should we introduce the new exit interview online form, as per this report's recommendations. However, HR can still log issues raised as part of the new

exit interview process, and record action taken/next steps, e.g. if it has been necessary to raise issues with the line manager.

## **Recruitment**

22. The number of staff joining the Council on a permanent or fixed term contract in the same quarter was 20.
23. 16 members of staff changed positions internally.
24. Total number of staff who started new roles within the Council was 26.
25. One (1) apprentice started within this quarter, however we have advertised 3 apprentice opportunities, two are on hold due to the Covid-19 situation. We are still speaking with recruiting managers about opportunities for new posts or opportunities within their team to start an apprenticeship. We are advertising Level 3, 5 6 and 7 Management Apprenticeships in Q2, to start in the second half of the year.
26. **28** members of staff were acting up in the period  
**8** member of staff were on secondment  
**24** members of staff are in receipt of a market supplement.
27. There were nil work experience students within this period.
28. 64 roles were advertised in this period. 25 advertised in January 17 in February and 22 in March.
29. 47 roles were appointed to, giving a vacancy fill rate of 73.4%
30. There were 6 roles that will need to be re-advertised; this was because there were no suitable candidates for these particular posts. There are also 11 roles where recruitment has been put on hold due to Covid-19. Candidates have been advised that the recruitment is on hold and that they will be contacted once usual practices are able to resume and we are in a position to recruit. Some of these vacancies may need to be re-advertised at that stage.
31. The Recruitment Coordinator has been busy this quarter and there continues to be high volume of recruitment forecast for April - June. The Recruitment Coordinator is now preparing for future recruitment / advertising in the next quarter and looking at new ways of working with the managers to ensure a smooth and successful process.
32. Golden Hellos, Market Supplements and an employee referral scheme are all in use to improve both the quality and number of candidate applications.
33. During this quarter lunch-time health and well-being sessions were held which were well attended by staff. In addition, coffee mornings have continued on a monthly basis which have also been well attended.

## **Conclusion**

34. The turnover rate is under the quarter target. Lockdown began towards the end of the quarter. The uncertainties around the economic climate and health and well-being may have had an impact on the lower turnover rate.

When looking at the reasons for leaving, the reasons were split between dissatisfaction with the GCSPS outcome & restructures, improved pay and relocating. The remaining voluntary leaving reasons included retirement. Out of the 17 voluntary leavers, 2 moved to the private sector and 7 within the public sector.

35. The number of staff who have internally transferred to new roles and are acting up within the Council is positive and shows that staff are keen to take on additional responsibilities and develop their skills and remain at the Council. Further analysis and review of information recorded as part of the performance review cycle will enable us to enhance and improve on this.
36. The Council has demonstrated it looks for new avenues to continue to recruit the best talent available by looking at alternative digital recruitment solutions and seeking to look at recruiting Apprentices. The Council has also streamlined its recruitment application process and offered incentives for applications as referred to previously.
37. The Council continues to seek feedback into all aspects of the employee life cycle to make improvements to continue to support the retention of talent.
38. The Council, where appropriate, offers support to staff through flexible working policies and other options such as flexible retirement. For staff who experience health issues or have a disability, the Council has an Occupational Health service which supports staff to remain working at SCDC wherever possible.

## **Options**

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

## **Implications**

40. 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**

41. 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**

42. 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 the organisation needs for the future. However, high turnover and the loss of important skills, knowledge and capacity can have a detrimental impact on staff morale and the Council's ability to deliver its business plan objectives.

## **Risks/Opportunities**

43. The council will seek to mitigate and eliminate risks associated with employment relations matters for example, change management, case management and involuntary leavers.
44. Current identified risks in relation to recruitment challenges are included on the risk register. The council continually reviews measures to mitigate this risk.
45. Proposed changes to the Government Pension Scheme (LGPS) and caps on Public Sector exit payments mean we will need to be mindful when dealing with succession planning and change management.

## **Equality and Diversity**

46. At present limited monitoring is done on the diversity of voluntary leavers.

## Appendix A

Table for Quarters 1 to 4 2019-20, (1 April 2019 – 31 March 2020)

Reason for leaving	Q1	Q2	Q3	Q4	YTD
<b>Voluntary leavers</b>					
Change of area	3	1	2	2	8
Improvement in salary	1	1	3	1	6
Career progression	3	4	3	4	14
Career break		1			1
Non return from maternity/adoption/parental leave					
Voluntary leaver – no reason specified	7	9	1	7	24
Resignation with early access to Pension (Pre 65, but post 60)	3				3
Resignation with access to Pension (Post 65)	1	1	1	1	4
Flexible Access to Pension (left w. pension access, but returned on reduced hours/post)					
Other – personal reasons		1	1		2
Other – dissatisfaction			1	2	3
<b>Total Voluntary Leavers</b>	<b>18</b>	<b>18</b>	<b>12</b>	<b>17</b>	<b>65</b>
<b>Involuntary leavers</b>					
Redundancy				2	2
Dismissal due to ill health/capability		1		1	2
Dismissal due to conduct		1	1		2
End of fixed term contract	1		2		3
Ill Health Retirement		1	1	1	3
Probation period failure					
TUPE transfer					
Death in service		1			1
<b>Total Involuntary</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>13</b>
<b>Grand Total</b>	<b>19</b>	<b>22</b>	<b>16</b>	<b>21</b>	<b>78</b>

**Table showing Leavers 2019-2020; breakdown by Service Area**

Service Area	Q1	Q2	Q3	Q4
Health & Environmental Services	0	1	2	3
GCSWS	4	7	9	5
GCSPS	8	4	3	6
Affordable Homes	4	4	1	4
Revenues & Benefits	1	0	0	1
Finance, Policy and Performance	0	0	0	0
Business & Customer Services	1	0	1	2
Chief Executive's Team	0	0	0	0
HR	0	2	0	0
Democratic Services including Elections	1	0	0	0
Facilities	0	0	0	0
<b>Total</b>	<b>19</b>	<b>18</b>	<b>16</b>	<b>21</b>

**Table showing Leavers Q4 2019-2020; breakdown by Service Area as a % of the total workforce**

Service Area	Q4	Headcount	% of Leavers
Health & Environmental Services	3	51	5.88
GCSWS	5	158	3.16
GCSPS	6	109	5.50
Affordable Homes	4	120	3.33
Revenues & Benefits	1	50	2.00
Finance, Policy and Performance	0	20	0
Business & Customer Services	2	26	7.69
Chief Executive's Team	0	11	0
HR	0	11	0
Democratic Services including Elections	0	10	0
Facilities	0	7	0

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

Reason for leaving	04/14 – 03/15	04/15 – 03/16	04/16 – 03/17	04/17 – 03/18	04/18 – 03/19	04/19 – 03/20
<b>Voluntary leavers</b>						
Change of area	1	2		2	2	8
Move within public sector	3	8	1	7	4	
Move to private sector	6	6	1	4	9	
Improvement in salary	1	1		1	2	6
Career progression		1		3	9	14
Career break		1			1	1
Voluntary leaver – no reason specified	15	10	38	24	30	24
Resignation to retire pre 65	n/a	n/a	n/a	n/a	n/a	n/a
Women retiring post 60 but pre 65	n/a	n/a	n/a	n/a	n/a	n/a
Retirement pre 60 with Council agreement	n/a	n/a	n/a	n/a	n/a	n/a
Other – personal reasons		3			3	2
Other - dissatisfaction						3
Resignation with early access to pension (pre 65 but over 60)	2	1	1	1	2	3
Resignation with access to pension (over 65)	7	6	6	2	1	4
Flexible access to pension (left w. pension, returned P/T)			1		0	0
<b>Total Voluntary Leavers</b>	<b>35</b>	<b>46</b>	<b>48</b>	<b>44</b>	<b>63</b>	<b>65</b>
<b>Voluntary leavers but not included in PI</b>	n/a	n/a	n/a	n/a	n/a	n/a
Retirement at 65 or post 65 (change in legislation Dec 2006)	n/a	n/a	n/a	n/a	n/a	n/a
Flexible retirement – (left w. pension, returned P/T)	n/a	n/a	n/a	n/a	n/a	n/a
<b>Total Voluntary but not included in PI</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Involuntary leavers</b>						
Redundancy	10		2	2	3	2
Dismissal due to ill health	1	3		1	3	2
Dismissal due to conduct	4		2	2	3	2
End of fixed term contract	3	1	4	2	2	3
Ill health retirement	1			1	4	3
Probation period failure					0	
TUPE transfer	2	22			0	
Death in service			3		1	1
<b>Total Involuntary</b>	<b>21</b>	<b>26</b>	<b>11</b>	<b>8</b>	<b>15</b>	<b>13</b>
<b>Grand Total</b>	<b>56</b>	<b>72</b>	<b>59</b>	<b>52</b>	<b>78</b>	<b>78</b>

**Report Author:**

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