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6 January 2021

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 held as a **Virtual meeting - Online** on **Thursday, 14 January 2021** 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.

Agenda

	Pages
1. Apologies for Absence To receive Apologies for Absence from Committee members.	
2. Declarations of Interest	
3. Minutes of Previous Meeting	1 - 4
4. Sickness Absence 1 July 2020 to 30 September 2020	5 - 14
5. Retention and Turnover Report: Quarter 2 (Q2) 1 July to 30 September 2020	15 - 30

6. Date of the Next Meeting

The Committee need to set a date for their next meeting. Members are asked to have their diaries to hand.

Guidance 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

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Agenda Item 3

South Cambridgeshire District Council

Minutes of a meeting of the Employment and Staffing Committee held on
Thursday, 22 October 2020 at 10.00 a.m.

PRESENT: Councillor Henry Batchelor – Chair
Councillor Dawn Percival – Vice-Chair

Councillors: Sarah Cheung Johnson Dr. Claire Daunton
Mark Howell Heather Williams
John Williams

Officers: Patrick Adams Senior Democratic Services Officer
Helen Cornwell HR Business Partner
Susan Gardner Craig Head of HR and Corporate Services
Chloe Smith HR Advisor

1. Apologies for Absence

There were no Apologies for Absence.

2. Declarations of Interest

None.

3. Minutes of Previous Meeting

The Minutes of the meeting held on 3 August 2020 were agreed as a correct record.

4. Quarter 1 Sickness Absence Report (1 April to 30 June 2020)

The Interim HR Business Partner presented this report on sickness absence for the period of 1 April to 20 June 2020. She made the following points:

- Sickness for this period was 1.27 per full-time employee, which was lower than the figures from the last two years.
- The figure for non waste staff was 0.84, whilst the figure for the waste service was 2.3.
- 12 members of staff had been on long-term sick. Four of these had returned to work and one had left the organisation.
- The number of waste services staff off sick due to Back, Neck and Other Skeletal Issues was partly due to the physical work and an ageing workforce.
- The only two teams that had seen an increase in sickness were Democratic Services, which had been 0 and was a small team, and Planning, where a number of staff were on long-term sick leave.

The Interim HR Business Partner explained that the Council offered its employees free confidential counselling through the organisation Vivup. In addition to this the Council employed Mental Health first-aiders to assist staff, a regular “tip of the day” was sent to employees, weekly wellbeing sessions were held and the Chief Executive did a twice-weekly Vlog, which advertised the support that was available.

Furlough

The Interim HR Business Partner explained that due to the low numbers involved it was unlikely that any unreported sickness from staff who had been furloughed would have a meaningful impact on the overall data.

Long-term sickness

The Interim HR Business Partner explained that in order to address long-term sickness, HR were ensuring that initial meetings were being held at an early stage, which allowed solutions to be implemented. This was an improvement, especially with regards to waste operatives on long-term sick leave.

Staff receiving counselling

After a brief discussion, the Committee requested that officers provide data on the staff who had opted to receive counselling providing that the anonymity of those officers could be maintained.

Social events

The Interim HR Business Partner explained that pub quiz events had been organised and an online version of the monthly coffee mornings were to be introduced. Officers regularly attended catch-up sessions within their teams.

Supporting home working

The Interim HR Business Partner explained that all staff had carried out a Display Screen Equipment (DSE) assessment and any issues that were identified had been followed up. Many staff were using equipment from the office at home, including those who had specialist equipment to mitigate a disability.

The Committee **Noted** the report.

5. Quarter 1: Retention and Turnover Report: Quarter 1 (Q1) 1 April - 30 June 2020

The HR Business Partner presented this report on the turnover of staff between 1 April and 30 June 2020. She reported that 13 officers had left the Council during the first quarter, nine voluntarily and four involuntarily. The Council was under its target figure.

Exit interviews

The HR Business Partner explained that the Council had introduced a new system for recording the data from exit interviews. Reasons for leaving in the first quarter included the uncertainty caused by Covid-19 and looking for a new position.

Recruitment

The Council had filled 88% of its vacancies. Induction had continued, including a virtual coffee morning with the Chief Executive. The HR Business Adviser explained that it might not be possible to ascertain whether the Council had recruited more staff from outside the local area due to home working.

The Head of HR and Corporate Services confirmed that there had been an increase in recruitment in the planning section since lockdown, partly due to downsizing in the private sector.

Presentation of data

The Committee unanimously supported the new way in which the data was presented in the report.

The HR Business Partner confirmed that the figures were for permanent staff and she would attempt to find the figures for temporary staff. She also agreed to find data on disabled and Black Asian and Minority Ethnic (BAME) recruitment. It was requested that all acronyms be spelt out in full the first time it was used.

The Committee **Noted** the report.

6. Staff Survey - Oral Update

The Head of HR and Corporate Services explained that a survey had been sent out to all staff on Monday 19 October, with a closing date of 9 November. Paper copies were available for depot staff, to be returned in a confidential envelope. The survey was similar to the previous years, but with additional questions relating to the Covid-19 pandemic and home working. The Head of HR and Corporate Services thanked Councillor Dawn Percival for her assistance in the compiling of the survey.

The Council had engaged the company Evisia, to ensure that staff's answers were confidential. Evisia would collate and evaluate the data, which would be compared with the answers provided last year.

The Head of HR and Corporate Services hoped for a return rate of 65%. It was expected that the results would be discussed by the Committee at its next meeting.

7. Update on Task and Finish Groups**Disability Task and Finish Group**

Councillor Sarah Cheung Johnson explained that the Group had met in September and discussed how the Council could move from Level 1 to Level 2 Disability Confident. Facilities Management had been approached regarding parking bays and signage. Councillor Mark Howell's motion on deafness had also been discussed. The next step was to agree an Action Plan.

BAME Task and Finish Group

Councillor Sarah Cheung Johnson reminded the Committee that this Group had

been set up by the Scrutiny and Overview Committee. She had attended the equality and diversity training provided to all staff and similar training was being arranged for councillors. The Group were planning to agree a timeline for its actions. The Chair offered the Committee's assistance to this Group, if required.

8. Date of Next Meeting

The Committee **Noted** that its next meeting would be held on Tuesday 12 January 2021 at 10am.

The Meeting ended at 10.50 a.m.

Agenda Item 4

REPORT TO: Employment & Staffing Committee

14 January 2021

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

SICKNESS ABSENCE 1 JULY 2020 TO 30 SEPTEMBER 2020

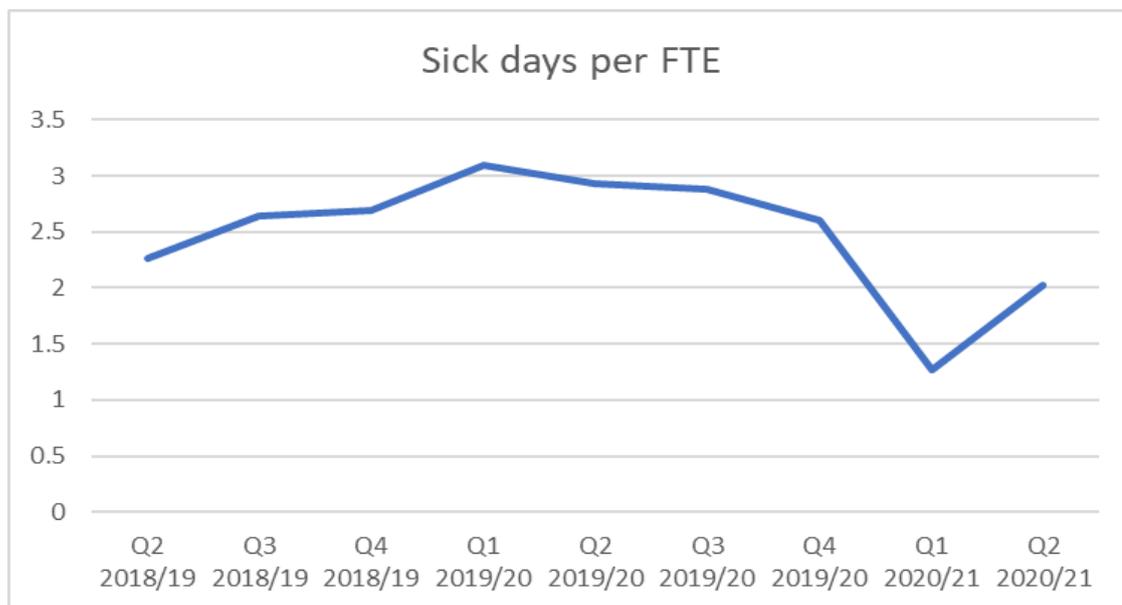
Purpose

1. The purpose of this report is to provide high-level information on sickness absence for the period 1st July 2020 to 30st September 2020 and is a quarterly performance monitoring report.

This is not a key decision because it is for information only.

2. **Summary**

Our BVPI figure is 2.02 days per FTE (based on 571.82 FTE), which is a 45.05% decrease compared to last year's Q2 figure (2.93 days based on 539.35 FTE). This quarter's performance has shown a 63.37% increase on the previous quarter's figure (Q1 2020-21) in the number of sick days.

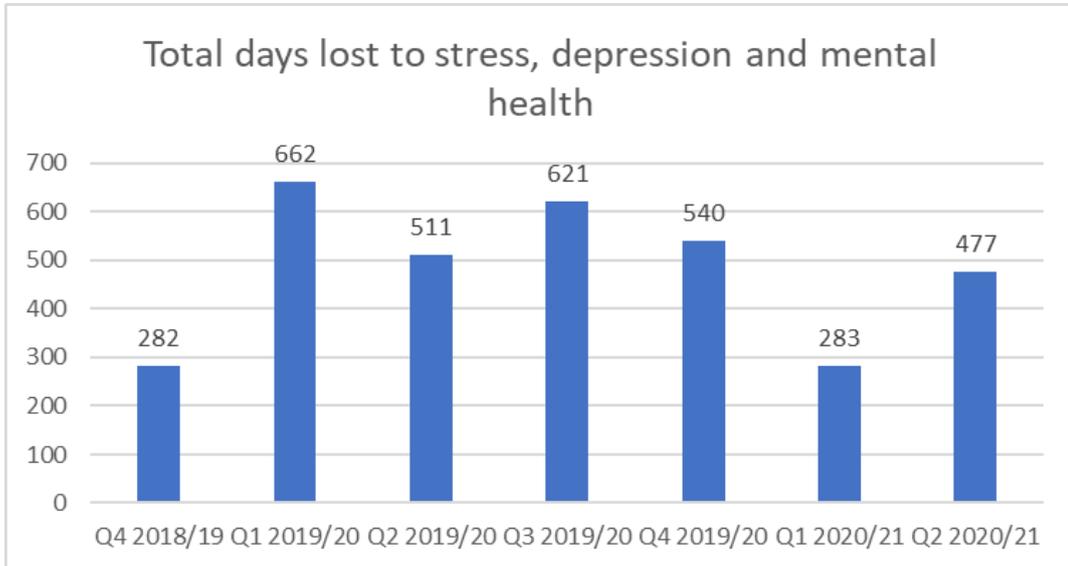


Within this quarter 110 employees have had absences due to sickness, meaning 482 employees have not had any absences within this period.

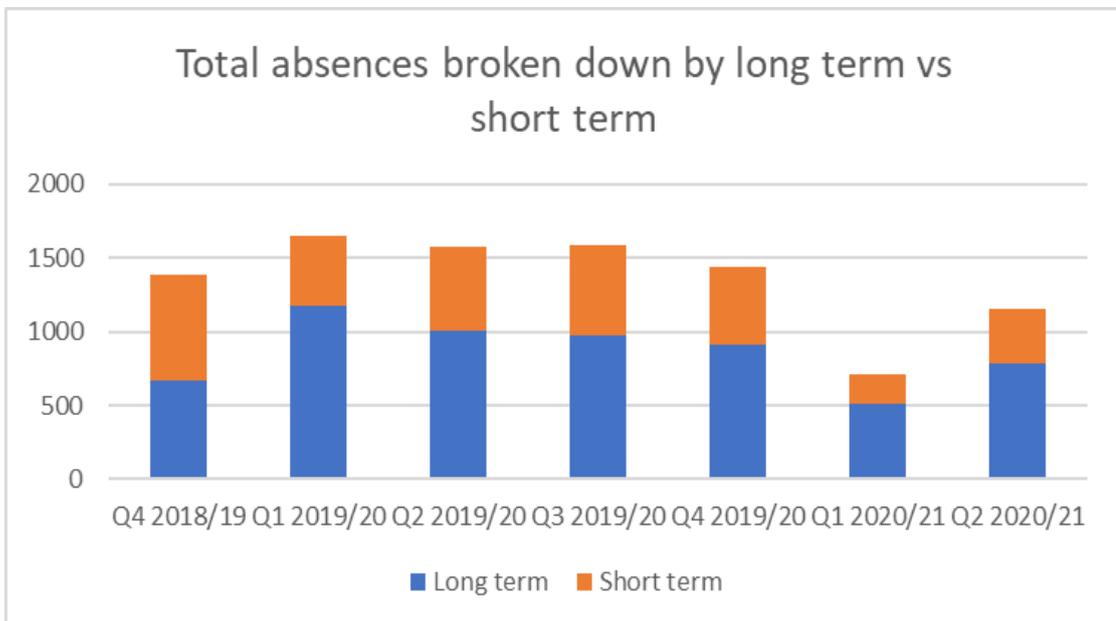
The total days lost in Q2 for SSWS account for 55.8% of total days' absences (645 days), an increase from 377 days in Q1.

In terms of the reasons behind absences, the three highest categories for absence are stress, depression & mental health (477), Other muscular-skeletal (261), and Other (141) which accounted for 76.1% of total absence for this quarter.

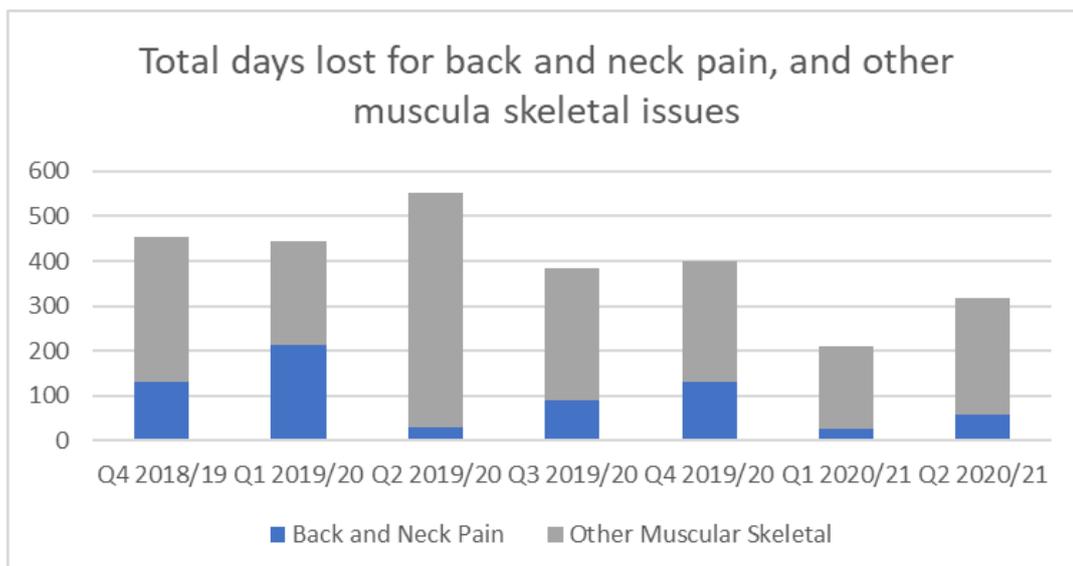
The chart below shows the number of days absence attributed to stress/depression & mental health.



Looking at the breakdown in terms of long-term absences, there were 23 employees with long term absences within the quarter, and they accounted for 784 days.



The chart below shows the number of day's absence attributed to Back and Neck Pain, and Other Muscular-Skeletal over that last year.



During Q2, 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.

We have also been supporting employees during the change to working practices following the Covid-19 outbreak, and have been especially focussing on supporting our employees mental health through offering weekly wellbeing sessions, circulating useful information, and promoting access to support services such as counselling or the Mental Health First Aid team.

Our absence figures have increased slightly since last quarter but are still lower than pre-covid. This can partially be explained by a relaxing of restrictions during Q2, and also by the increase in stress related absences. While our stress and mental health related absence figures are again still lower than they were pre-covid, they have increased by a factor of 1.6 compared to the previous quarter.

The HR team have run several mental health related courses over Q2, and several courses aimed at managers with tools to help them support their teams. We have also been promoting our new Employee Assistance Programme (Vivup) which includes free confidential counselling for all staff, as well as access to additional resources such as CBT guides. During Q2 15 employees access the CBT resources, 6 employees had telephone assessments, and 18 telephone counselling sessions took place. 9 further employees have also been referred to counselling through our other counselling service, and have received a total of 60 counselling sessions.

Report Author: Chloe Smith – HR Business Partner

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Appendix A - Trend information for BVPI 12 – day’s sickness per FTE (2020/21)

Quarter	Q1	Q2	Q3	Q4
BVPI 12 figure	1.27	2.02		
Cumulative	1.27	3.29		
BVPI 12 figure last year	3.1	2.93	2.88	2.6

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	11.51	
FTE at year end	388.87	493.85	517.29	553.34		

Appendix B – Benchmark Figures by Corporate Area

	Quarter 2 (01/07/20 - 30/09/20)		
Area	No. of available working days lost due to sickness	No. Employee's with sickness absence days in period	Comments
Affordable Homes			
Affordable Homes (ex. SH)	71	12	
Sheltered Housing	100	5	2 long term sickness
Chief Executive Team			
Chief Executive Team	10	1	
Corporate Services			
Finance, Policy & Performance	2	1	
Business & Customer Service	15	8	
HR	62	1	1 long term sickness
Facilities	0	0	
Democratic Services (incl. Elections)	0	0	
Revenues & Benefits	19	3	
H& ES			
Health & Environment (ex. GCSW)	69	8	1 long term sickness
GCWS	645	58	14 long term sickness
GCSPS			
GCSPS	162	13	5 long term sickness
Total	1155	110	



Appendix C - Sickness Days per FTE in Quarter 2 (01/07/20 - 30/09/20) (Compared to last quarter)

Increased Sickness Maintained Sickness Decreased Sickness

Area	FTE at 01/04/2020	Sickness days per FTE in Q1 (2020/21)	FTE at 01/07/2020	Sickness days per FTE in Q2 (2020/21)	Number of sickness days between Q4 2019/20 & Q1 2020/21
Affordable Homes	104.34	0.78	102.25	1.67	0.90
Affordable Homes (ex. SH)	82.09	0.99	80.00	0.89	-0.10
Sheltered Housing	22.25	0.00	22.25	4.49	4.49
Chief Executives	12.35	0.00	11.35	0.88	0.88
Corporate Services (Total of 7 depts. below)	111.98	0.51	111.93	0.88	0.37
Finance, Policy & Performance	18.40	0.00	17.87	0.11	0.11
Business & Customer Service	22.22	1.89	22.22	0.68	-1.22
HR	10.70	0.75	10.59	5.85	5.11
Facilities	5.70	0.00	5.69	0.00	0.00
Democratic Services (incl. Elections)	10.00	0.20	10.00	0.00	-0.20
Revenues & Benefits	44.96	0.11	45.56	0.42	0.31
H&ES	207.39	2.04	220.39	3.24	1.20
Health & Environment	43.57	1.08	46.57	1.48	0.40
GCSW	163.82	2.30	173.82	3.71	1.41
GCSPS	118.94	1.22	125.90	1.29	0.07
			571.82	2.02	

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Appendix D – Long Term v Short Term sickness

Department	Quarter 1 (01/04/20 - 30/06/20) 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
Affordable Homes				
Affordable Homes (exc. SH and DLO)	0	0.0%	71	100.0%
Sheltered Housing	76.00	76.0%	24.0	24.0%
Chief Executive Team	0	0.0%	10	100.0%
Corporate Services				
Finance, Policy & Performance	0	0.0%	2	100.0%
Business & Customer Services	0	0.0%	15	100.0%
HR	62	100.0%	0	0.0%
Facilities	0	0.0%	0	0.0%
Democratic Services & Elections	0	0.0%	0	0.0%
Revenues & Benefits	0	0.0%	19	100.0%
H&ES				
Health & Environment (ex. GCSW)	45	65.2%	24	34.8%
GCSW	476	73.8%	169	26.2%
GCSPS	125	77.2%	37	22.8%
Total	784	54.52%	371	25.80%

Appendix E – Sickness absence by reason given – Quarter 2 (01/07/20 - 30/09/20) (figures quoted as number of working days lost)

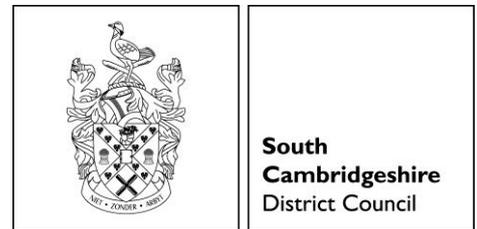
Reason	Affordable Homes	Sheltered Housing	Chief Exec Team	Corp Services – Finance, Policy & Performance	Corp Services – Bus/Cust Services	Corp Services – HR	Corp Services – Facilities	Corp Services – Elections & Dem Services	Corp Services – Revenues & Benefits	Health & Env't Services	GCSW	GCSPS	Other	Total	
Back	4				3					3	47			57	Back
Chest/respiratory											5			5	Chest/respiratory
Ear, nose, mouth, eye	5	2									9	33		49	Ear, nose, mouth, eye
Face														0	Face
Genito-urinary														0	Genito-urinary
Headaches & migraine	5				2				4	6	11	6		34	Headaches & migraine
Heart, blood pressure, circulation		41												41	Heart, blood pressure, circulation
Operation & post op recovery														0	Operation & post op recovery
Other	4									1	109	27		141	Other
Other Muscular-Skeletal											259	2		261	Other Muscular-Skeletal
Pregnancy related														0	Pregnancy related
Stomach, liver, kidney, digestion	5		10		7					4	39			65	Stomach, liver, kidney, digestion
Stress, depression & mental health	46	54			1	62			14	52	160	88		477	Stress, depression & mental health
Viral/Infections	2	3		2	2				1	3	6	6		25	Viral/Infections
Total	71	100	10	2	15	62	0	0	19	69	645	162	0	1155.0	Total

Appendix F - Summary of Sickness by Reason compared to last quarter Q1 (2020-21) and Q2 last year (2019-20)

Increased Sickness Maintained Sickness Decreased Sickness

Reason	LAST QUARTER Q1 2020/21	Q2 LAST YEAR 2019- 20	Days Lost for Q2 (2020/21) 01/07/20- 30/09/20	Change since last quarter (Q1 20-21) -/+	Change since Q2 last year (19-20) - /+
Back	26	29	57	31	28
Chest/respiratory	0	90	5	5	-85
Ear, nose, mouth, eye	19	22	49	30	27
Face	0	0	0	0	0
Genito-urinary	1	1	0	-1	-1
Headaches & migraine	56	34	34	-22	0
Heart, blood pressure.	2	24	41	39	17
Operation & post op recovery	0	25	0	0	-25
Other	78	61	141	63	80
Other Muscular- Skeletal	184	522	261	77	-261
Pregnancy related	0	0	0	0	0
Stomach, liver, kidney, digestion	21	207	65	44	-142
Stress, depression &	283	511	477	194	-34
Viral/Infections	37	55	25	-12	-30
Not recorded	0	0	0	0	0
Total	707	1581	1155		

Agenda Item 5



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

14 January 2021

RETENTION AND TURNOVER REPORT: QUARTER 2 (Q2) 1st July-30th September 2020

Executive Summary

1. This report provides an analysis of the turnover of staff between 1st July – 30th September 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

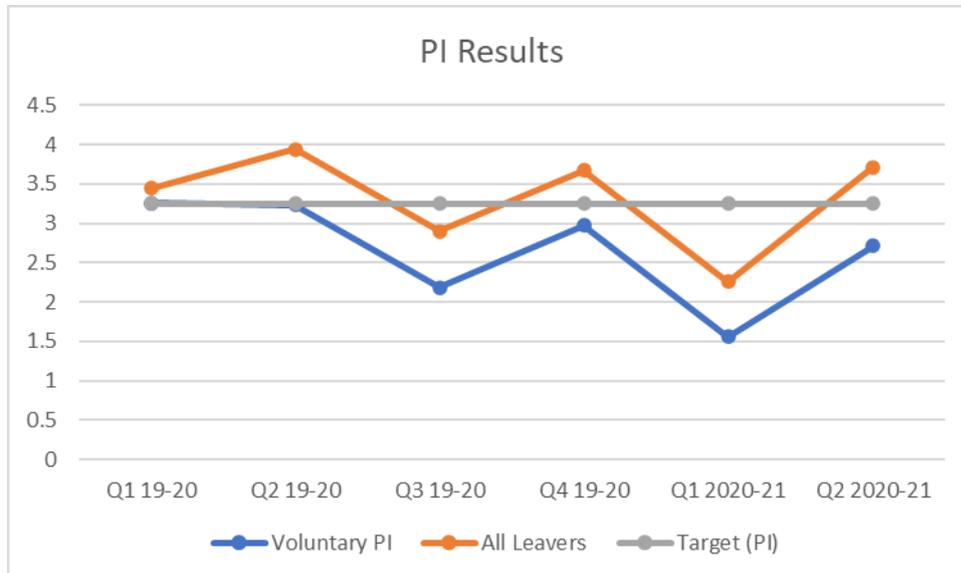
3. It is recommended that the Employment and Staffing Committee note the report. As with the Q1 report, we have made changes requested by ESC. We have now included more graphs and detailed information about Apprentices – including status (apprenticeships completed, in progress, paused or stopped), disability and ethnicity. Please feedback about the latest changes.

Reasons for Recommendations

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

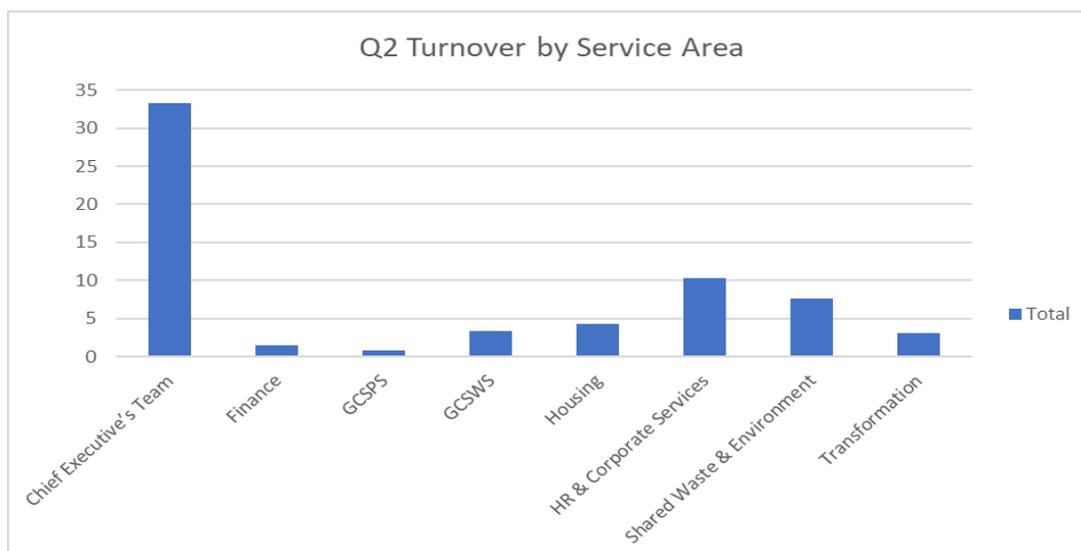
Details

5. The Performance Indicator (PI) value for Q2 1st July to 30th September is 2.71% (based on a headcount of 592 on 1st July 2020). The quarterly target for voluntary leavers* is 3.25%¹.



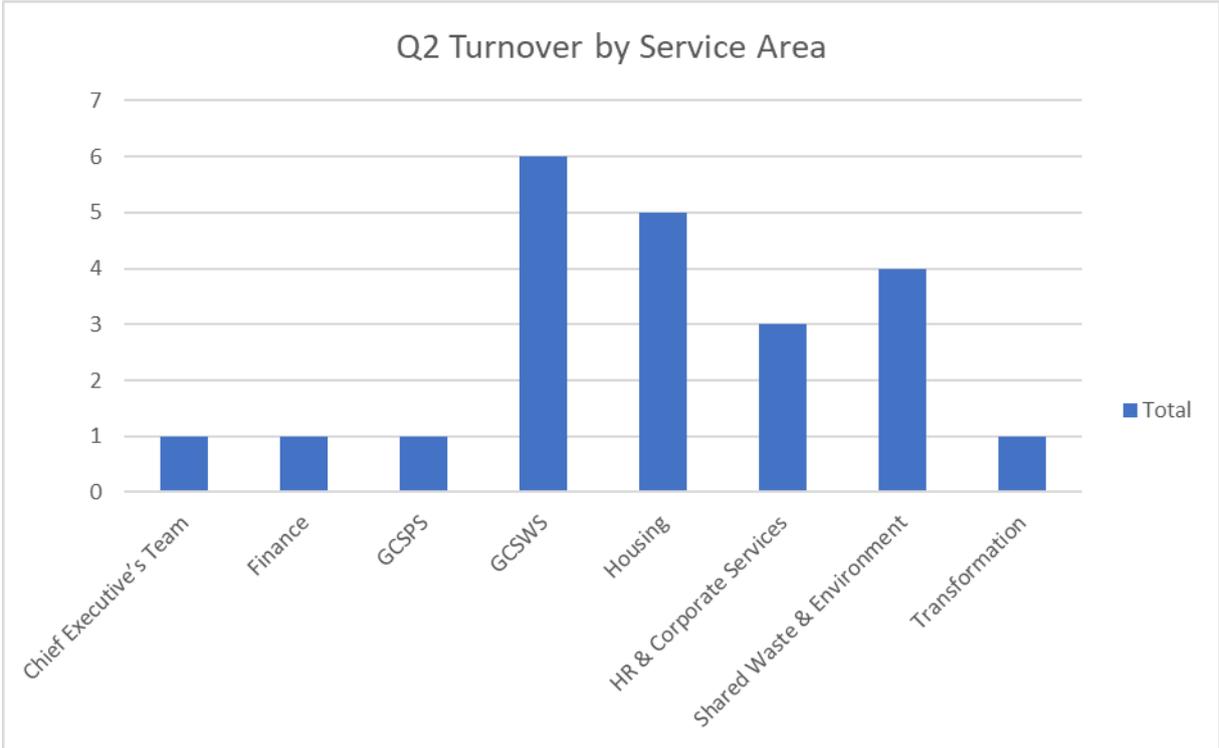
The rate of all leavers (taking into account both voluntary and involuntary leavers) is 3.71% for Q2. This equates to a combined total of 22 leavers: 16 voluntary and 6 involuntary leavers. Involuntary leavers include dismissals, redundancies and end of fixed term contracts. See tables below for the breakdown of Leavers and Turnover by Service Area.

Q2 Leavers by Service Area (% of headcount)



¹ 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).

Q2 Turnover by Service Area



Note – turnover is calculated as:

$$\frac{\text{Leavers}}{\text{Headcount}} \times 100.$$

- 6. The Stability Index indicates the retention rate of experienced employees. This is calculated as:

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

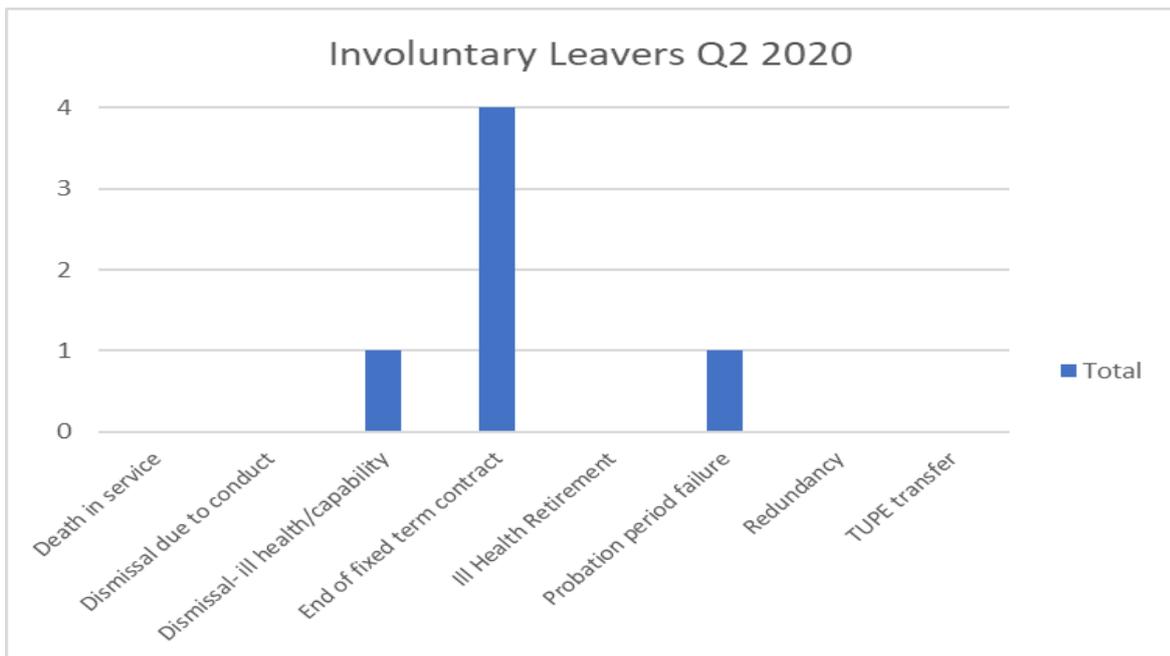
The Stability Index is 75.69%. This means that since last year 24.31% of staff have either started new internal roles or have left their employment with the Council. We will be able to provide further analysis and comparisons as the year progresses. A suggested target for this index is 80%. This implies there are regular progression opportunities, but organisational knowledge is not being lost through excessive turnover.

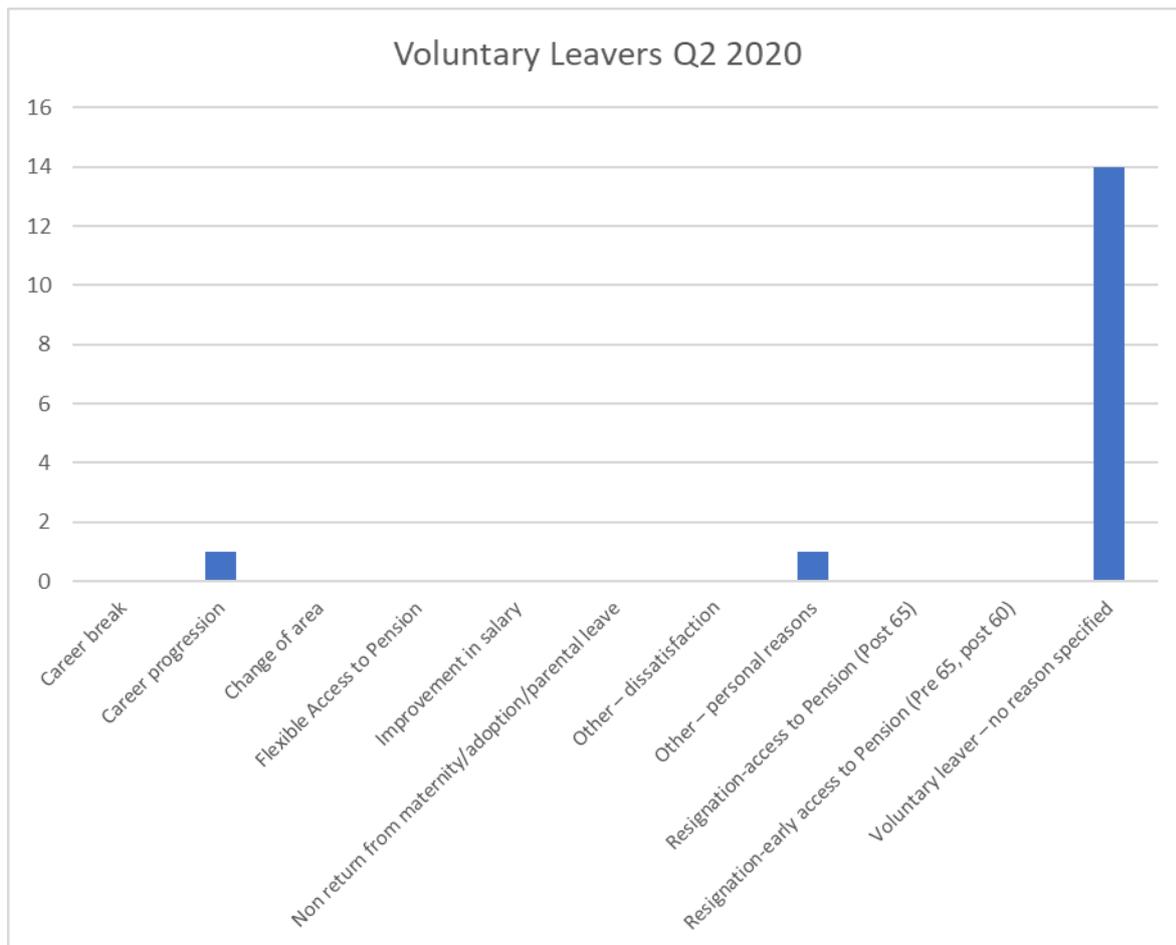
- 7. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. We have recently changed the Exit Interview process. Leavers before August 2020 should have had an Exit Interview with their Line Manager. From August 2020, employees can complete an online exit interview, and request a follow-up meeting with HR if they want to. As a result of low return rate in Q2, we have started to have a HR Advisor contact the leavers to ask them to complete the Exit Interviews online (an extra reminder) and giving them the option to complete it with a HR Advisor if they want. This will be done once the leavers paperwork is received. It is hoped that this will increase the Return Rate of Exit Interviews, and we can take the appropriate

action. In GCSPS, they will be completed by a HR team member in the first instance: The Workforce Development Officer.

8. For those leaving in this period, the HR team received 4 exit interview forms (out of the 16 voluntary leavers), which is a return rate of 25%. This is an increase from 9.1% in Q1 but still a significant drop from 58.8% in Q4; and 43.6% across 2019-20. This can be attributed to the fact that as many managers were not in the office with their team, they did not see their staff in-person, and then they did not complete them remotely. HR has contacted managers to chase exit interview forms (where applicable) and will be raising any concerns with Leadership Team.
9. 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. The breakdown of reasons for leaving can be found below:

Q2 Reason for leaving





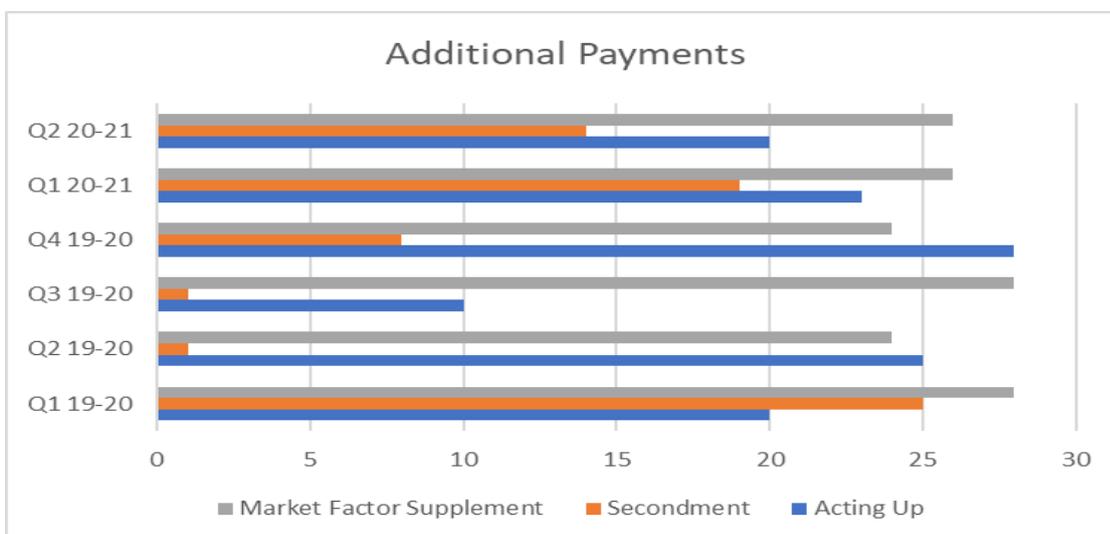
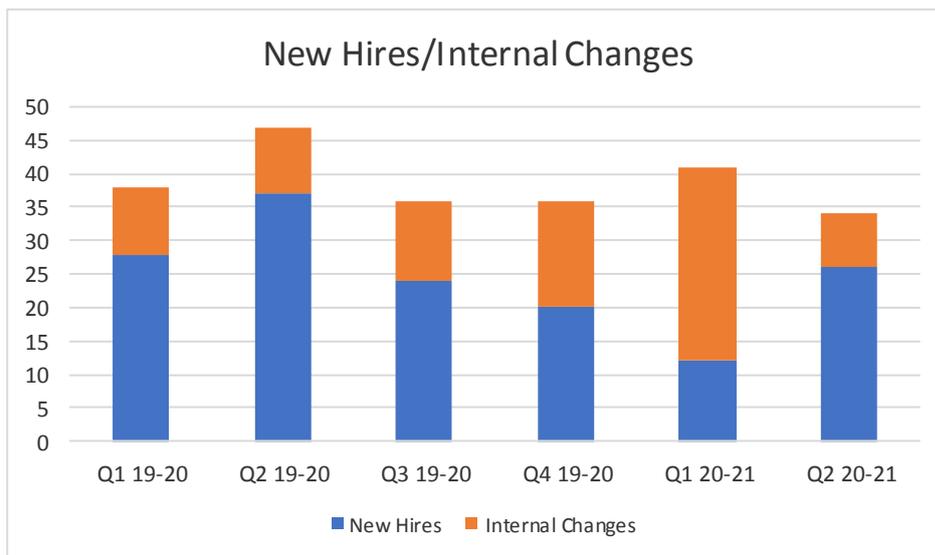
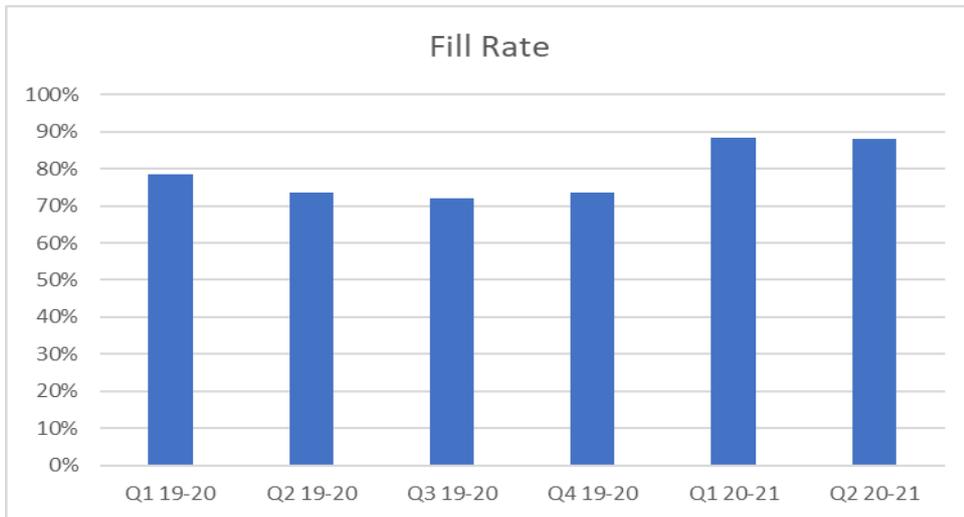
10. We have been unable to provide much data we usually source from Exit Interviews, due to this low return rate. We hope with the introduction of the new online Exit Interview, this figure will continue to increase over Q3. This would usually provide an overview of issues raised during the Exit Interview. There were only 4 received. No issues were indicated by 2 of the leavers, and 2 others raised some issues which have been highlighted to the relevant managers. 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.

11. On the new Exit Interview forms, 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

12. There were 42 roles advertised in this period. 19 advertised in July, 4 in August and 19 in September. This is compared to 17 roles in Q1. 37 roles were appointed to, giving a vacancy fill rate of 88%. There were 5 roles that will need to be re-advertised; this was because there were no suitable

candidates for these particular posts, or the posts were withdrawn. Please see tables below for Vacancy Fill Rate - % of posts recruited successfully and the number of New Hires/Internal Changes.



Note that no Golden Hello Bonuses were paid in this Quarter. 1 role (Refuse Loader) was advertised, with 6 new hires, who will receive their Golden Hello Bonus upon the successful completing of their Probationary Period.

13. We have introduced a new Induction process for all employees. Since the implementation of the new HR induction and onboarding process we have had new employees who have all had remote inductions with a member of the HR team. This has been a success, with follow up meetings between 2 & 4 weeks later indicating that not only do the employees feel they have a 'face' in HR to talk to, but Managers are also feeling the benefit, freeing them up to ensure the new employee settles into their role more effectively without the added stress of sorting out (e.g.) Annual Leave entitlement, flexitime sheets and processing lots of forms.
14. We have also started rolling out a Manager Induction training session, delivered remotely. This is for both new Managers new to the Council, and new Managers, promoted from within the organisation. This was originally rolled out earlier in 2020 to all GCSPS Managers and has been adapted for delivery across the Council. We had 18 delegates in Q2. The intention is to run these sessions quarterly, and we have further sessions planned for Q3 and Q4.
15. The Recruitment Coordinators have been busy this quarter and there continues to be high volume of recruitment forecast for Oct – December, with a re-structure within the Waste & Environment Team. 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.

Conclusion

16. The turnover rate is under the quarter target, although higher than in Q1. Lockdown continued through the beginning of the quarter. Recruitment levels and turnover increased during this quarter. The uncertainties around the economic climate and health and well-being may have had an impact on the lower turnover rate.
17. 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.
18. 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, including Market Factor Supplements and a Golden Hello Bonus. See Appendix C for breakdowns of these payments.

19. 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.

20. 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

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

Implications

22. 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

23. 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

24. 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

25. The council will seek to mitigate and eliminate risks associated with employment relations matters for example, change management, case management and involuntary leavers.

26. Current identified risks in relation to recruitment challenges are included on the risk register. The council continually reviews measures to mitigate this risk.

27. 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

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

29. We have included information on the diversity of Apprentices – and this is included in Appendix C.

Appendix A - acronyms

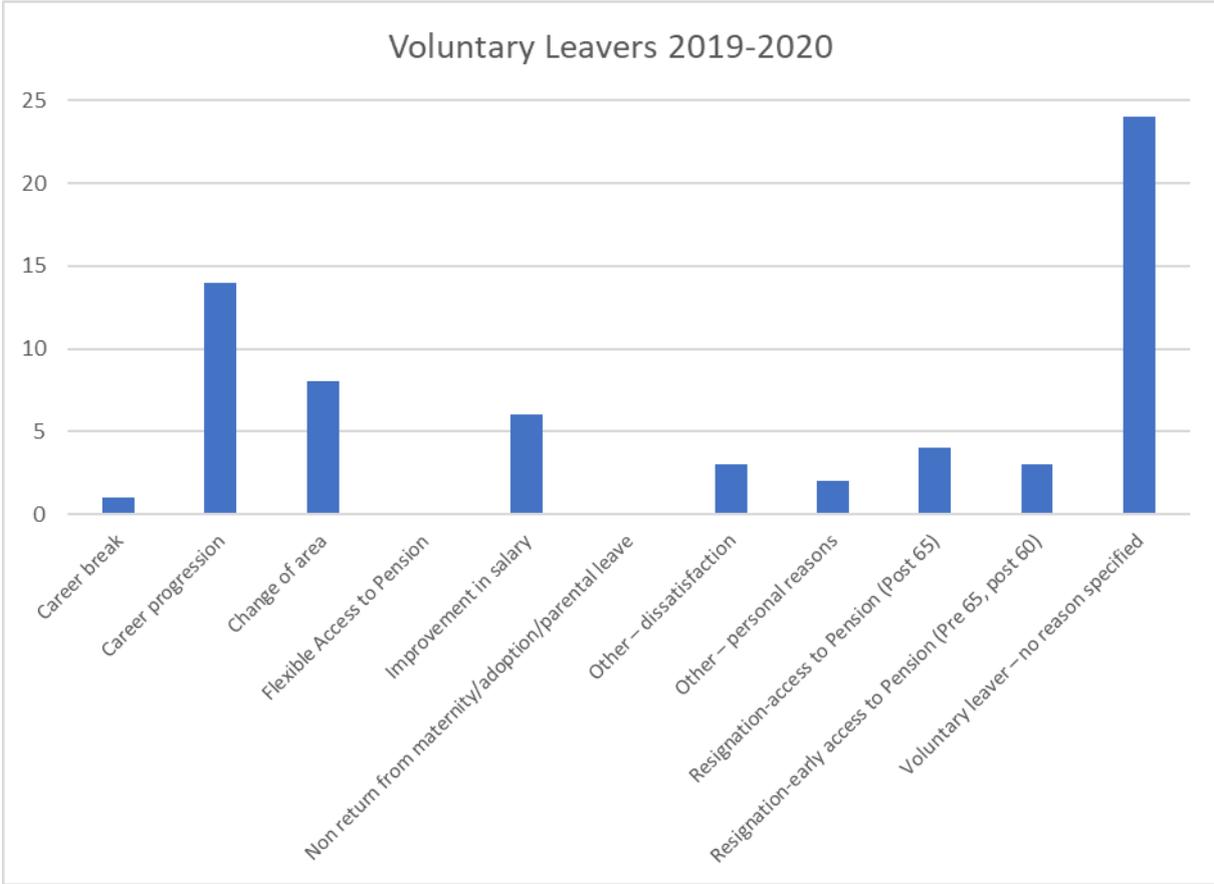
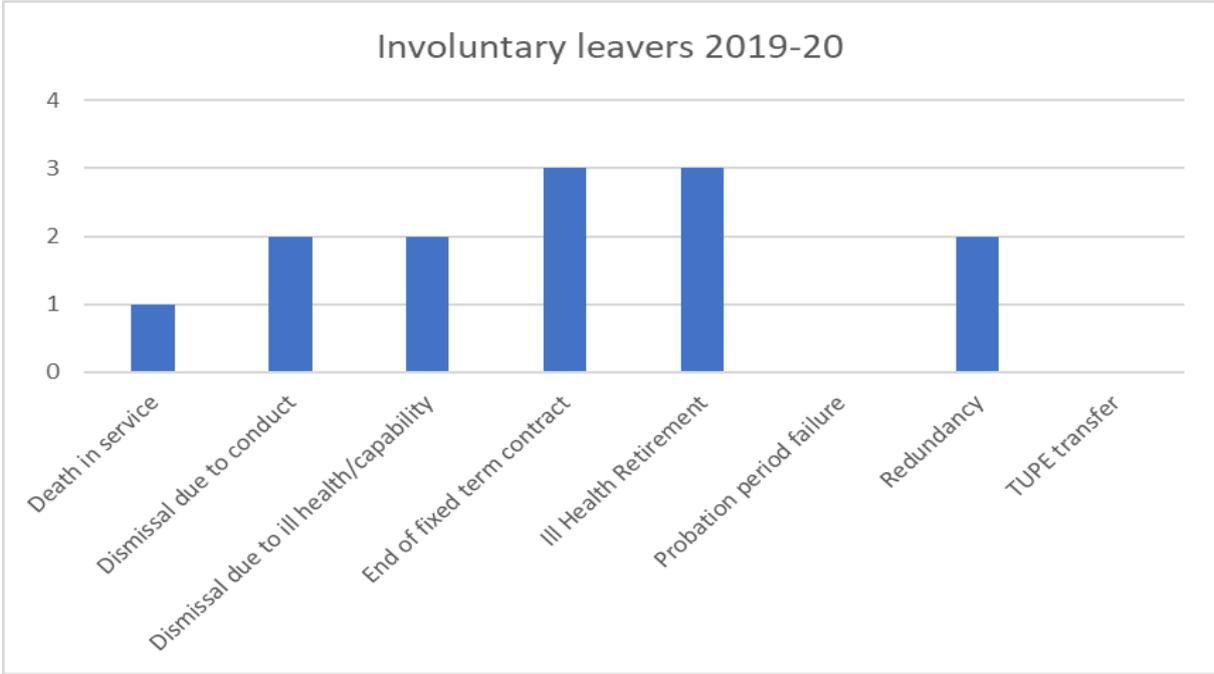
PI - Performance Indicator; relates to Voluntary Turnover. Target is 3.25%.

GCSPS – Greater Cambridge Shared Planning Service.

GCSWS – Greater Cambridge Shared Waste Service

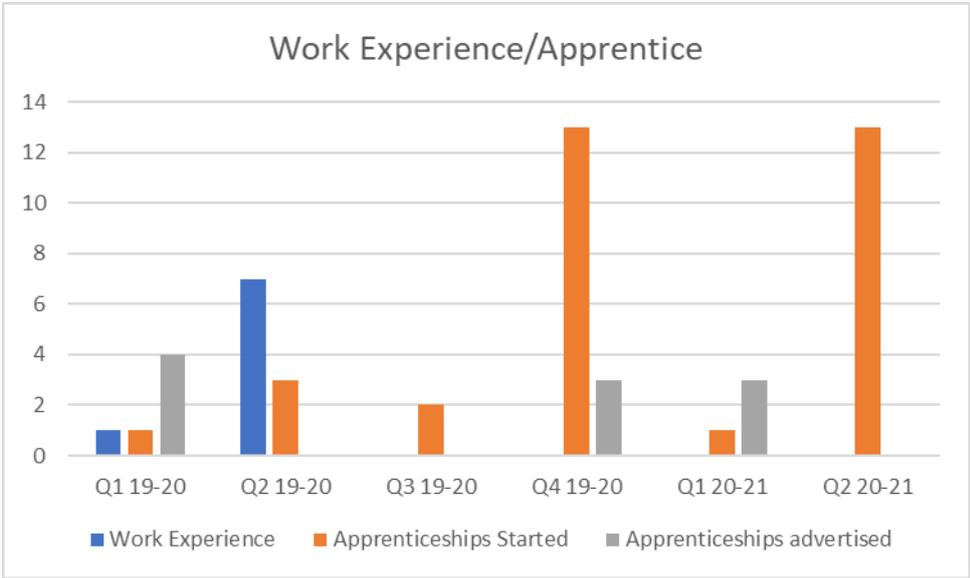
SW&E – Shared Waste & Environment

Appendix B – 2019-2020



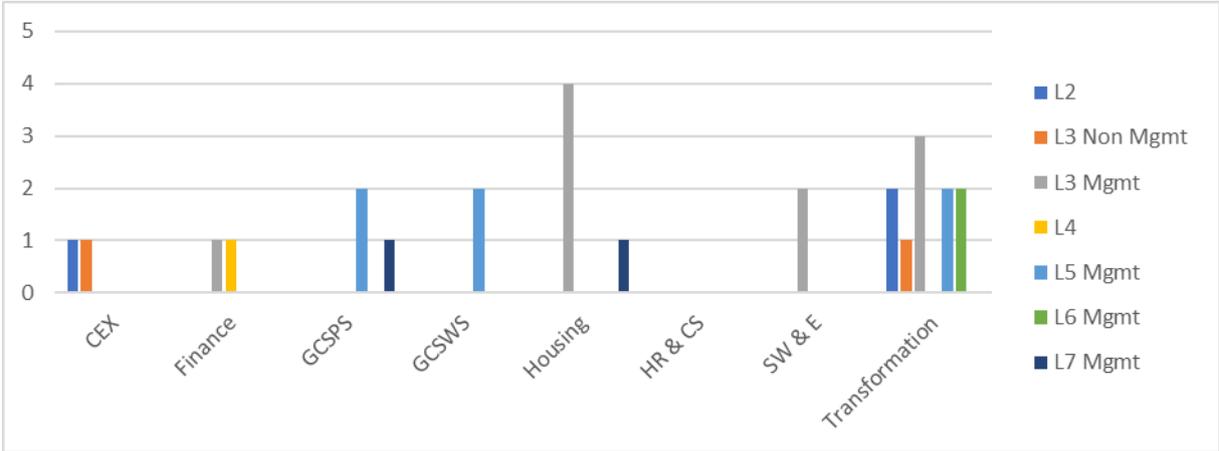
Appendix C – Recruitment & Apprenticeships

Work Experience students/Apprenticeships information



Note – two Apprentice vacancies are on hold due to the Covid-19 outbreak. This includes Management Apprenticeships – which are Internal Apprenticeships – as well as the other L2/L3 Business Apprenticeships which have been advertised externally.

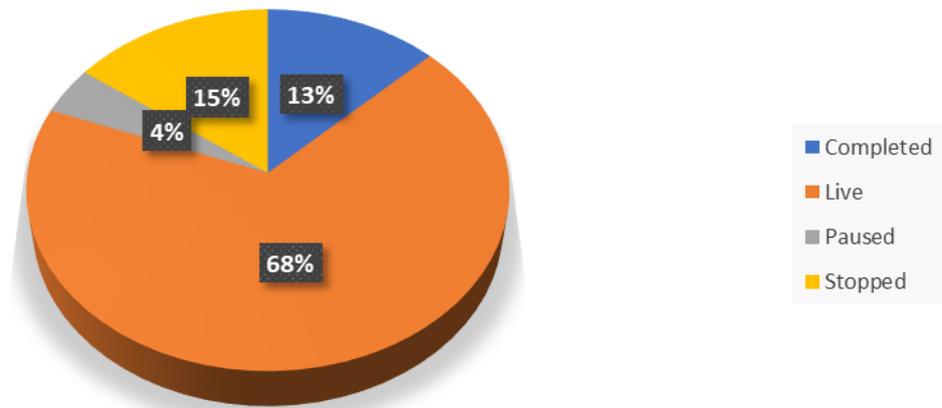
Apprentices by Service Area and Level



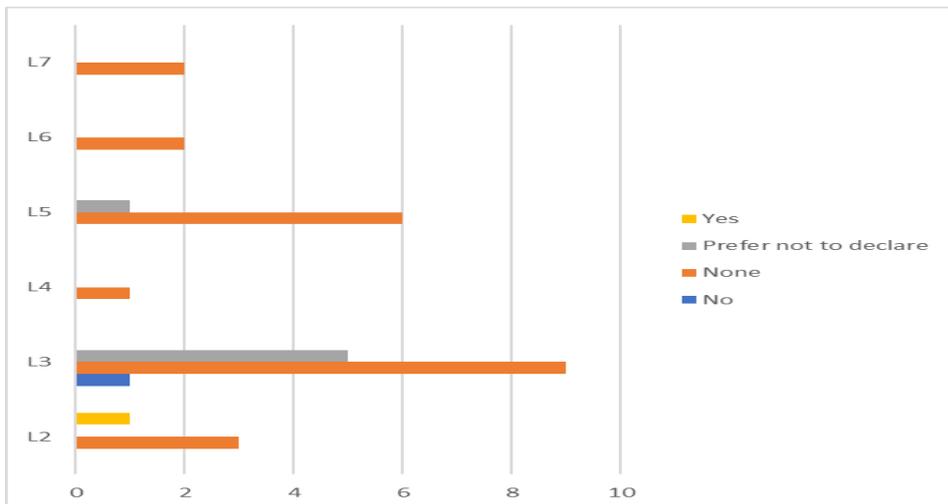
Note that all L6/L7 employees are still completing the external Application process (with the University).

Also, note that 3 Apprenticeships, all L3 Non Management, were completed prior to 1st September 2020; 1 in HR & CS. 1 in Finance & 1 in Housing.

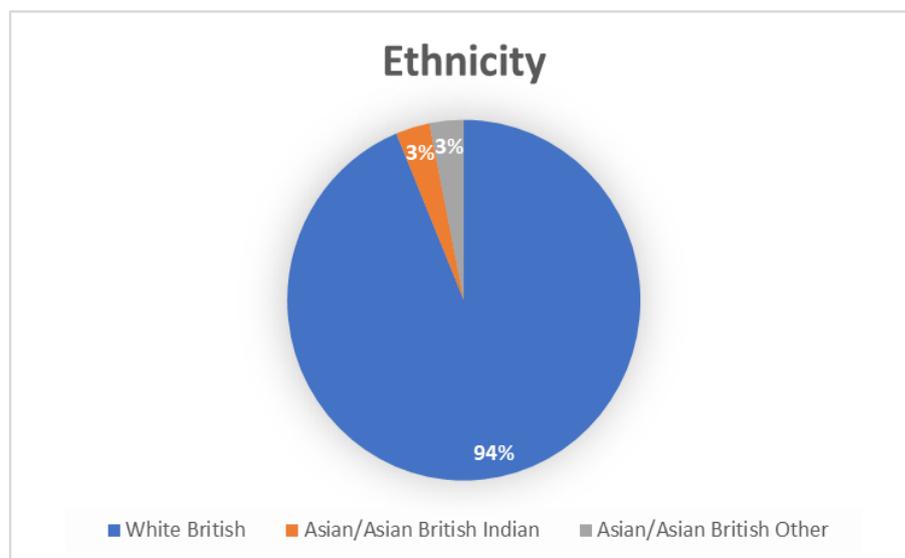
Apprenticeship status



Apprenticeship – disability (declared)



Apprenticeship - ethnicity



This compares to the data for the whole of SCDC:
SCDC ethnicity count against overall percentage

Ethnicity	Count	Percentage
BAME	24	4.18%
White:British/Irish/Other	488	85.02%
Black	7	1.22%
Chinese	4	0.70%
South Asian	9	1.57%
Other	2	0.35%
Mixed Ethnicity	4	0.70%
Not Disclosed	2	0.35%
Not provided	58	10.10%

Appendix D

Previous years data

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
Total	19	18	16	21

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

Reason for leaving	04/15 – 03/16	04/16 – 03/17	04/17 – 03/18	04/18 – 03/19	04/19 – 03/20	04/20 – 03/21
Voluntary leavers						
Change of area	2		2	2	8	
Move within public sector	8	1	7	4		
Move to private sector	6	1	4	9		
Improvement in salary	1		1	2	6	
Career progression	1		3	9	14	1
Career break	1			1	1	1
Voluntary leaver – no reason specified	10	38	24	30	24	27
Other – personal reasons	3			3	2	1
Other - dissatisfaction					3	
Resignation with early access to pension (pre 65 but over 60)	1	1	1	2	3	
Resignation with access to pension (over 65)	6	6	2	1	4	1
Flexible access to pension (left w. pension, returned P/T)		1		0	0	
Total Voluntary Leavers	46	48	44	63	65	31
Total Voluntary but not included in PI	0	0	0	0	0	

Involuntary leavers						
Redundancy		2	2	3	2	1
Dismissal due to ill health	3		1	3	2	2
Dismissal due to conduct		2	2	3	2	
End of fixed term contract	1	4	2	2	3	4
Ill health retirement			1	4	3	1
Probation period failure				0		1
TUPE transfer	22			0		
Death in service		3		1	1	1
Total Involuntary	26	11	8	15	13	10
Grand Total	72	59	52	78	78	41

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