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Thursday 6 January 2021

To: Chair – Councillor Henry Batchelor
Vice-Chair – Councillor Dawn Percival
Members of the Employment and Staffing Committee – Councillors
Dr. Claire Daunton, Sally Ann Hart, Mark Howell, Heather Williams and
John Williams

Quorum: 3

Substitutes: Councillors Sue Ellington, Graham Cone, Nick Wright, Bunty Waters,
Grenville Chamberlain, Jose Hales and Peter McDonald

Dear Councillor

You are invited to attend the next meeting of **Employment and Staffing Committee**, which will be held in **Council Chamber - South Cambs Hall** at South Cambridgeshire Hall on **Friday, 14 January 2022 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 Approval of the Minutes from the meeting held on 15 October 2021	1 - 4
Recommendation Items	
4. Pay Policy Statement	5 - 18

5. **Hybrid Working Policy**
Report to follow
6. **Performance Development Policy** **19 - 34**
Information Items
7. **Retention and Turnover Report: Quarter 2 (Q2) 1 July 2021 to 30 September 2021** **35 - 48**
8. **Sickness Absence 1 July 2021 to 30 September 2021** **49 - 88**
9. **Update on the Disability Confident Task & Finish Group**
Written/verbal update on the Group
10. **Date of Next Meeting**
The next meeting will be held on Thursday 9 June

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Food and Drink

Until the lifting of Covid restrictions, no vending machines are available.

Agenda Item 3

South Cambridgeshire District Council

Minutes of a meeting of the Employment and Staffing Committee held on
Friday, 15 October 2021 at 10.00 a.m.

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

Councillors: Dr. Claire Daunton Sally Ann Hart
Mark Howell Heather Williams
John Williams

Officers: Patrick Adams Senior Democratic Services Officer
Jonathan Corbett HR Advisor
Laurence Damary-Homan Democratic Services Officer
Lindsey Smith HR Business Partner

1. Apologies for Absence

There were no Apologies for Absence.

2. Declarations of Interest

There were no Declarations of Interest.

3. Minutes of Previous Meeting

The Minutes of the meeting held on 15 July 2021 were agreed as correct record.

4. Retention and Turnover Report: Quarter 1 (Q1) 1 April 2021 to 30 June 2021

The HR Advisor presented the report on the analysis of the turnover of staff between 1 April 2021 and 30 June 2021. He reported that there had been a 3.9% rate of voluntary leavers for this quarter, which was above the target rate of 3.25%.

Career Progression

The report showed that a significant proportion of voluntary turnover was down to individuals seeking more career progression. The HR advisor noted that the annual PDR cycle gave employees an option to discuss potential options for progression, that there were regular training courses offered to staff and that any employee had the ability to request access to specific training courses. The success of the apprenticeship schemes in place were also noted.

The Lead Cabinet Member for Staffing, Councillor John Williams, recognised that the progression of staff within the organisation was an issue and consequently agreed to look into the matter further. Councillor Williams stated that the impact of the recent cost of living increase would not come into effect until the third quarter.

It was noted by the Committee that the rate contact-centre staff moving into different

roles had previously been high and, when questioned, the HR Advisor stated that he would have to look into statistics to confirm if this was still the case.

Agency Staff

Members requested that the percentage of agency staff in a given department be presented alongside the number of agency staff departures. This was noted by the HR Advisor.

Impact of COVID-19 on Statistic Comparison

The Committee noted that COVID-19 had significant impacts on turnover and consequently statistics from the affected period would not provide an ideal set of data for comparison. The HR advisor stated that historic turnover data could be provided to give a more accurate point of comparison for future turnover analysis.

Casual Worker Bank Initiative

The Committee noted and commended the success of the Casual Worker Bank Initiative.

The Committee **noted** the report.

5. Sickness Absence 1 April 2021 to 30 June 2021

The HR Business Partner presented the report on sickness absence for the period 1 April to 30 June 2021.

It was noted that the colour coding on page 37 of the agenda pack was misleading as the colour used for sickness of staff in previous quarters was the same colour as staff who had been off sick for "stress, depression and mental health". The Committee requested that the next Sickness Absence report rectify this.

Flexible Working

The Committee noted that flexible working has been beneficial to staff but enquired as to whether data was available on the impact of flexible and homeworking on mental wellbeing. The HR Business Partner agreed to further explore the issue.

Members noted that flexible working was not available to all staff due to the nature of some roles. The Committee wished to explore options that could help staff who do not have access to flexible working. Despite a lack of specific schemes to help these staff, HR Business partner noted that the shift patterns of some non-flexible roles suited many individuals, that managers were in regular contact with their staff and, wherever possible, would look to grant time off for staff in order to ensure their health needs were met. The Committee requested that these members of staff be kept in mind and that the Council provide all the support possible to staff who could not work flexibly.

Flu Vaccines

Members enquired about the situation regarding flu vaccines for staff. The HR Business Partner confirmed that a flu vaccine rollout was ongoing and that all members of staff were eligible to receive a vaccine if they chose to do so.

The Committee **noted** the report.

6. Disability Confident Task & Finish Group

The Committee received an email from Councillor Sarah Cheung-Johnson, the lead of

the Disability Confident Task & Finish Group, questioning whether the scheme needed to continue now that Level 2 had been reached. Councillor Mark Howell proposed that a paper on the subject be presented to the Committee at the next meeting. This was seconded by the Chair and **agreed** by affirmation.

7. Date of Next Meeting

It was noted that the next meeting will be held on Friday 14 January at 10:00 a.m.

The Meeting ended at 10.50 a.m.

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Agenda Item 4



**South
Cambridgeshire
District Council**

Report to:	Employment and Staffing committee 14 January 2022
Lead Cabinet Member:	Cllr John Williams
Lead Officer:	Jeff Membery

Pay Policy Statement

Executive Summary

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

Key Decision

2. No

Recommendations

3. It is recommended that employment committee:
 - a) Consider the updated Pay Policy Statement as required by the localism Act
 - b) Recommend the pay policy statement to Full Council

Reasons for Recommendations

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

Details

5. The Localism Act 2011 requires English local authorities to produce a statutory pay policy statement for each financial year. The pay policy statement must be approved by a resolution of Full Council and must include pay and other remuneration for chief officers and other employees, including the lowest paid.
6. The Act defines remuneration widely, to include pay, charges, fees, allowances, benefits in kind, pension and termination payments.

7. The Councils strategy must balance securing and retaining high quality employees whilst maintaining pay equality and avoiding excessive pay rates. The authority should be satisfied that its policy is workable, reasonable and affordable.
8. The previous pay policy statement in 2021 was approved and this has been updated with the latest salary scales and organisational job titles.
9. The report also includes the latest Gender Pay Gap figures, which are required to be published under the Equality Act 2010. This years figures continue to buck the national trend and the gap here is in favour of females, due to our male dominated large operational workforce and female senior leadership.

Options

1. Recommend the pay policy statement to Full Council
2. To recommend amendments to the pay policy statement

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. Salaries referred to within the statement are within budget

Legal

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

Equality and Diversity

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

Consultation responses

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

Alignment with Council Priority Areas

A modern and caring Council

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

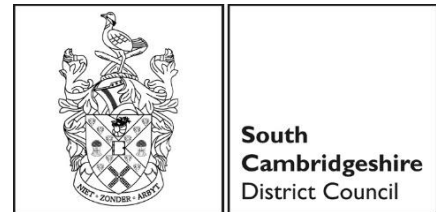
Appendices

Appendix A: Pay policy Statement 2022

Report Author:

Helen Cornwell – HR Business Partner
Telephone: (01954) 713288

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Pay Policy Statement 2022

Introduction

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 for senior managers, chief officers and other employees, including the lowest paid.

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

The pay policy statement:

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

Scope

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

- Chief Executive (Head of the Paid Service)
- Chief Operating Officer
- Joint Director (Greater Cambridge Planning Service)
- Assistant Directors (Greater Cambridge Planning Service)
- Heads of Service

Part 1 Pay and Benefits

1.1 Salary

The 2021/2022 salary scales for the above posts are presented in the table below

	Pay point £	Pay point £	Pay point £	Pay point £	Pay point £	Pay point £
Chief Executive	119,736	123,158	126,577	129,999	133,420	136,841
Chief Operating Officer	96,930	100,351	103,771	107,190	110,613	114,034
Joint Director	96,930	100,351	103,771	107,190	110,613	114,034
Assistant Director	65,815	68156	70,493	72,832	75,171	77,509
Head of Service (Grade 10)	65,815	68156	70,493	72,832	75,171	77,509
Head of Service (Grade 11)	77,509	80,515	83,522	86,531	89,536	92,545

1.2 Pay Awards

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

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

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

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

1.3 Terms and Conditions of Employment

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

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

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

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

1.4 Remuneration on Recruitment

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

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

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

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

1.5 Bonus Payments

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

1.6 Progression through Pay Grades

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

1.7 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.

1.8 Publication of salary data

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

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

1.9 Expenses

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

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

Part 2 Recruitment and Retention Policies

2.1 Market Factor Supplements, retention payments and Golden Hellos

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

These recruitment and retention problems can affect ability to deliver services to our residents. In such cases it may be appropriate to pay a Golden Hello 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, Retention Policy or Market Factor Supplement policy.

2.2 Relocation scheme

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

2.3 Other Benefits

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

Employees within the scope of this policy are entitled to participate in the council's Cycle for Work scheme whereby employees can sacrifice part of their salary to lease

cycles for travel to work. The amount sacrificed is exempt for income tax and national insurance contributions and therefore represents a saving for participating employees.

Part 3 Severance Payments and Support

3.1 Severance payments

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

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

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

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

Part 4 Pension and Pension Enhancements

4.1 Local Government Pension Scheme

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

Part 5 Election Fees

5.1 The Returning Officer

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

The chief executive is the council's Returning Officer.

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

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

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

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

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

Part 6 Pay Gap Reporting

6.1 Relationship to Lowest Paid Employees

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

Grade 1 pay values range from £14,968 to £19,045 per annum.

The council, as part of annual pay negotiations in 2020, introduced a minimum hourly rate of £10 per hour and adjustments to pay for the lowest paid were made at this time to reflect the minimum of £10 per hour. Therefore, the annual salary for the lowest paid employee (excluding apprentices) is currently £19,292 per annum (pro rata for part time). This has resulted in Grade 1 being used solely for Apprentices.

The chief executive's salary grade ranges from £119,736 to £136,841

The current ratio between the highest and the lowest pay points is 1:7.9

The current ratio between the chief executive's current salary and the lowest paid employee is 1:7.9

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

The gender balance of the highest grades (staff in post at 31 March 2021 of SCDC earners is 54%% females to 46% males.

6.2 Gender Pay Gap Reporting

In 2017 equality regulations were introduced on Gender Pay reporting. South Cambridgeshire District Council is required to publish information under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. The definitions and types of information to be reported are defined in the regulations and to aid understanding the definitions are shown below, together with the data. The council's data was last reported in September 2021 for the year 2020/2021.

Mean Gender Pay Gap based on 2021 figures

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

The mean gender pay gap is – **9.54%** in favour of females

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

Median Gender Pay Gap based on 2021 figures

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

The median gender pay gap is **-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 based on 2021 figures

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

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

Quartile	Female	Male	Grand Total	Female %	Male %
Lower Quartile	42	112	154	27.3 %	72.7 %
Lower Middle Quartile	85	70	155	54.8%	45.2%
Upper Middle Quartile	94	55	149	63.1%	36.9%
Upper Quartile	86	74	160	53.8%	46.3%

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

7.0 Tax Avoidance

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

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

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

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

8.1 Recruitment

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

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

8.2 Chief Executive, Executive Director, Directors

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

9.0 Apprentices

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

- Existing posts within service area structures which are advertised as apprenticeship opportunities at Level 2 and 3, including Business Administration, Customer Service, media, HR and housing
- 2-year fixed term posts funded specifically for apprenticeships at Level 2 and 3, normally Business Administration and Customer Service
- Supervisory and Management apprenticeships for employees who are identified for development in the current roles and for future roles. The council launched a management apprenticeship scheme in 2019, the first cohort commenced in January 2020, these are at level 3, 5 and 7.

10.0 Publication of the Pay Policy Statement

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

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Agenda Item 6



**South
Cambridgeshire
District Council**

Report to:	Employment and Staffing Committee 14 th January 2022
Lead Cabinet Member:	Neil Gough
Lead Officer:	Jeff Membery

New Performance Development Policy

Executive Summary

1. The Council currently operates a Performance Management Policy, which was last reviewed in 2017. Following recent changes to our Council structure, working practices, including the increase in home-working and the introduction of a HR system (iTrent), and feedback from staff it is proposed we replace the current policy with a Performance Development Policy, which emphasises development opportunities and long-term career aspirations.
2. The aim of this policy is to increase individuality and flexibility in delivery, making it more accessible and supportive for all staff, and align with our new ways of working.

Key Decision

3. No

Recommendations

4. It is recommended that the committee approve the introduction of the new policy, pending union feedback.

Reasons for Recommendations

5. The new policy will better enable us to support the performance development of our staff, by focussing on the positives rather than the negatives. This should improve employee engagement, which in turn may improve talent retention and our ability to plan for long-term staffing by giving us a better understanding of our overall performance and skill-level.

Details

6. The current policy has been in place since 2013 and includes the requirement for all staff to complete a Performance Development Review form. This consists of an annual initial meeting in April, a review meeting in October, and monthly 1-1 meetings in between. These are recorded on paper-based forms and emailed to HR. Feedback from staff has been that they find the forms and process confusing, and many staff do not complete their annual PDRs meaning HR has no record of some staff's performance. We have also received feedback that some staff struggle to complete all the PDRs in the specified months due to other work-related pressures, or number of staff they manage.
7. The format of the policy is no longer compliant with new accessibility requirements, and colleagues have also commented on the language of the policy being seen as negative, with the connotation that employee's performance needs to be 'managed'.
8. Our proposal is to therefore introduce a new policy, which is easier to read and understand, and incorporates the new flexibility that the Council are keen to offer to staff. This policy also contains an annual performance conversation, which should take place between April and June each year and be recorded on our new HR system (iTrent). This will lessen the pressure on staff to complete them in a short timeframe and make it easier to accommodate within service needs. This will also increase HRs reporting capacity on completed conversations and allow us to identify and chase anyone who has yet to complete.
9. The policy also emphasises the positives associated with performance and encourages managers and employees to discuss learning and development opportunities and how the Council can support these.
10. The policy has also been aligned with the proposed hybrid working policy, to allow staff to hold these conversations in a more flexible and informal way.
11. Due to time pressures the policy has not yet been reviewed by the unions, however as the main changes are to the wording, style and delivery of the policy rather than the process itself we are confident the unions will not object.

Options

1. The options open to the committee are to:
 - a. Approve the proposed new policy pending union approval – if there are any major changes as a result we would recirculate the policy to the committee with track changes
 - b. Dismiss the new policy pending requested changes

Implications

12. 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:-

Legal

13. The proposed policy has been written in accordance with all legal requirements and best practice. The policy aligns with our probation policy and capability policy, ensuring we can address any performance issues in a legal and ethical manner.

Staffing

14. By increasing the flexibility and making the process slightly less formal, our aim is to better support our colleagues and reduce the pressure that PDRs put on them, both in terms of delivering one and receiving one. This should make the process less stressful, and more productive by improving our ability to develop our workforce.

Equality and Diversity

15. The EqIA for the new policy is still pending, however by increasing the flexible approach to delivering performance development conversations we are better supporting colleagues who may have struggled with the formal aspects of the process and the requirement to complete written forms.

Climate Change

16. We are removing the requirement for a written form to be completed – while most staff had been completing these electronically some were still completing by hand, so this will result in a small reduction of paper use.

Health & Wellbeing

17. The new policy should reduce the stress associated with PDRs and so better support the health and wellbeing of our staff. We are also encouraging managers to incorporate conversations focussing on staff's successes and achievements and what individuals would like to get out of their roles, which we believe will also benefit staff's mental health.

Consultation responses

18. Consultation with unions has not been completed yet, but will be required before the policy can be introduced to staff.

Alignment with Council Priority Areas

A modern and caring Council

19. By increasing our flexibility and focussing on the positives of our staff's performance, we are demonstrating a commitment to modern ways of working and providing our employees with a nurturing working environment, with scope for personal and career development opportunities.

Appendices

Appendix A: FAQs

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Performance Development Policy and Procedure

Document Control	
Date of Last version	2022
Latest review	
Name of Reviewer	Chloe Whitehead
Consultation	
Approved by	

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Abbreviations and definitions

The table below contains explanations for the abbreviations and definitions used in this policy. If you have any questions about any of these please contact the HR team for clarification.

Abbreviation or word	Meaning
Procedure	The series of steps that will be taken in order
PD	Performance Development

1. Introduction

South Cambridgeshire District Council is committed to providing development opportunities and support to all of its staff, in a fair and equal way. As part of this the Council operates a Performance Development process, to help colleagues identify areas of growth and align these with appropriate tools and actions.

Aim of the procedure

The aim of this procedure is to ensure that the Council treats all staff fairly and consistently. It defines the process for Performance Development conversations, and the expectations for both managers and colleagues. The procedure is aimed at providing a framework for conversations, however aims to accommodate flexibility in approach.

The Policy is not intended to deal with genuine Capability issues; these should be dealt with using the Capability Policy.

Access to this Policy

In the application of this policy, the Council will make reasonable adjustments for employees who are unable to deal with written correspondence and requirements due to disability, as well as any other reasonable adjustments that may be required.

Employees who need assistance with interpreting this policy should contact the HR team for guidance and support.

2. Variations and Exemptions to the Policy

The performance development policy will be applied fairly and equally to all staff, however there are some variations within the procedure for those on different types of employment

Temporary staff employed through an agency

Managers are expected to discuss performance with temporary staff on an ongoing basis, and highlight to them if there are any areas of concern or development opportunities.

If, as a manager, you are concerned with the performance of a temporary member of staff who is employed through an agency, you must discuss this with the agency at the earliest opportunity. For guidance speak to your line manager or the HR team.

Staff on probation

SCDC contracts of employment contain a clause, which places all employees who are new to a role on probation for a period of up to six months. This is intended to allow the employee and their line manager to ensure that the appointment is successful, and that there is a clear induction process to enable the employee to settle into their new post over a defined period of time. As part of this, managers are expected to discuss performance with their new employee, and identify any development areas and opportunities.

Any failure in performance, or failure to reach an acceptable standard of performance, during this period will be dealt with through the Probation Policy.

3. Performance Development Principles

Performance development conversations are part of our approach to living our values, continuous development, and positive well-being.

They are conversations with a strong focus on what each colleague has achieved, future development needs, objectives and goals, and what support will be helpful to ensure positive wellbeing and delivery of future achievements.

Supporting our colleagues' performance should be seen as a continuous process; it's about regular and ongoing discussions between managers and employees and building and maintaining good relationships between managers and employees that are based on mutual trust and respect.

Our performance development conversations will:

Focus on:

- Your achievements, both what has been achieved and how it was delivered,

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- Your aspirations and how you can reach your full potential either in your current role or any future aspirational role,
- You and your team's contribution to delivering the agreed corporate and service deliverables,
- Your well-being,
- Providing evidence-based feedback from across SCDC,
- Reflecting on your learning and development, and agreeing further support and development opportunities,
- Setting clear objectives and goals for your future deliverables,
- Your individual future aspirations and support needed to achieve this,

Fit with:

- Our values and behaviour framework,
- Organisational, Team and individual objectives,
- Other people management policies, such as probation and capability,
- Our learning and development offering,

Be conducted:

- Using an iterative approach, reviewing goals and achievements,
- In a constructive, open, and positive manner, ensuring you have a meaningful conversation,
- In a fair, consistent, and inclusive way, fitting with the needs of the individual and the role,
- At a time and place suitable for both the colleague and their manager, allowing time for discussion, reflection, and future focus,

4. Informal Performance Development conversations

There is no set format to our informal performance development conversations and each conversation may be held in a different way. They could be a 'check-in' during a walk or video-call or discussing a piece of work. It might be giving 'in the moment' feedback about someone's recent activity at a meeting you've just been to, a chat after a difficult interaction with a customer, or a regular 1-1 meeting. It's about agreeing what works.

The key priority is that each conversation is two-way, focussed on the individual and the things that matter to them. Expectations and priorities are clearly stated, constructive feedback and praise is shared, challenges and concerns raised, links to how each colleague has 'lived' the values made and support / development discussed and agreed regularly.

There is no requirement for these informal conversations to be recorded or HR notified.

5. Annual Performance Development conversation

The annual performance development conversation is the opportunity to capture and celebrate the achievements over the last year and to ensure quality time is spent considering your well-being, future aspirations and development needs.

The annual conversation will be held between April and June each year, allowing you to find a mutually convenient time for this to take place.

While the conversation can take place in whatever format you prefer, the key outputs do need to be recorded on the HR system and agreed between the manager and the employee.

Employees preparing for the annual performance development conversation

It is the responsibility of each colleague to prepare for the annual conversation, thinking through the previous conversations throughout the year, and capturing your thoughts in relation to the areas to be discussed.

It may be beneficial to prepare a summary of what you think your key achievements are in the past year, or what you are most proud of. You may also want to think about what you have found hard, and whether there is any training or development opportunities you would like to explore which might help you improve in these areas.

Managers preparing for the annual performance development conversation

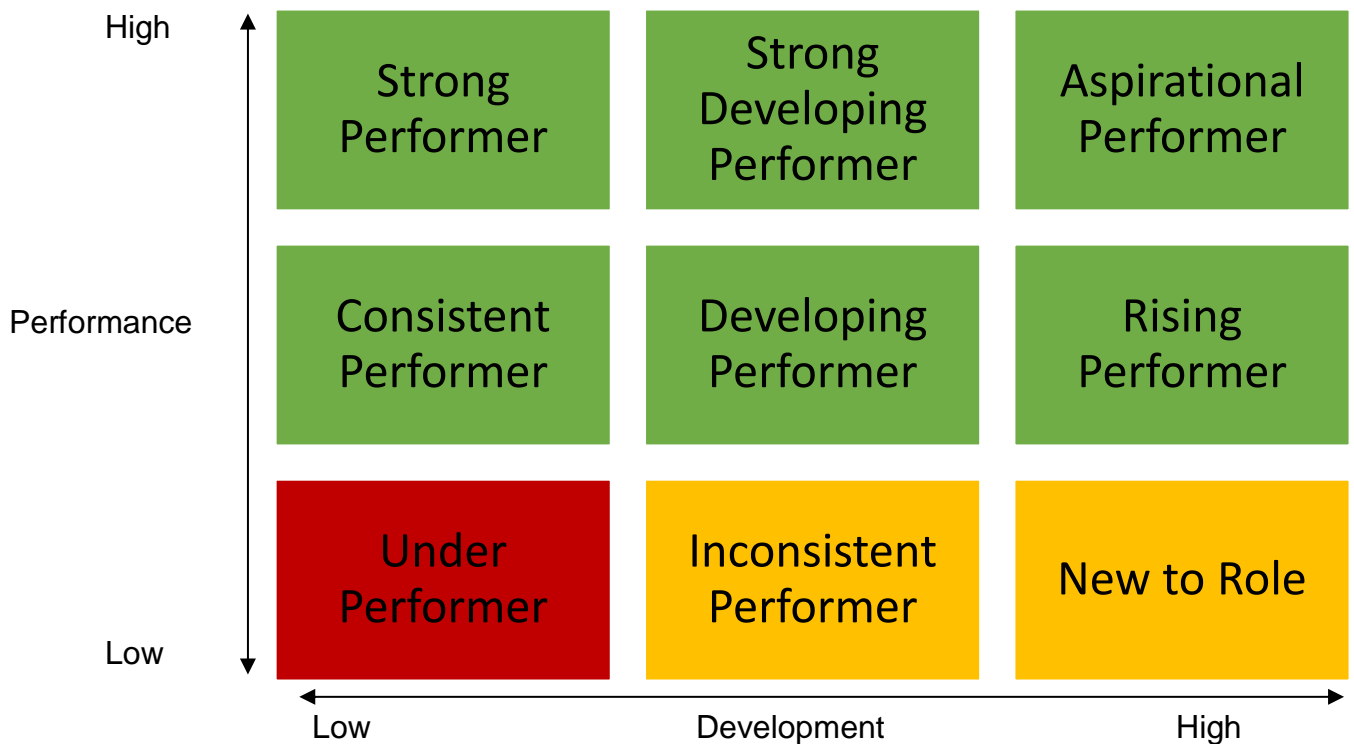
Before holding the conversation with your employee, you might want to think about your Service Plan and team objectives, and how these might relate to each employee; this can help when setting objectives.

If you have identified any potential development opportunities, you may also want to discuss these with your manager to ensure suitability and tie-in with service needs and capacity.

6. The 9-box Performance Grid

To help frame conversations about performance, the Council uses a 9-box performance grid. The purpose of this tool is to help employees develop self-awareness in terms of performance and provide a basis for conversations to identify areas for development and improvement (where appropriate).

The grid is formed around two axes: performance and development. Performance refers to the employee’s ability to deliver objectives and outputs, and development refers to their growth within their role.



How should the 9-box grid be used?

The framework should be used to facilitate meaningful discussions around performance and development in annual performance development conversations.

It also acts as a diagnostic tool and is a great way to identify how an employee would like their career to develop; this may mean career progression or development within their role.

The manager and employee should both think about where the employee is on the framework prior to the meeting, and then discuss as part of their conversation. This discussion may include:

- ‘What’ they have done and how well they did it

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- 'How' they did it (how they demonstrated the SCDC Behaviours (see below))
- How they are developing and meeting their objectives

The model is not hierarchical and recognises the important role played by all employees who are located in any of the green boxes and the support needed for those in the amber or red box.

It provides the opportunity to assess development needs for personal and professional growth, identify any reasons for poor performance and help support an employee to improve their performance.

7. SCDC Behaviour framework

We recognise the important role behaviours play in influencing the way we work together and with our partners and customers. The way we behave with colleagues, customers, residents and partners is as important as what we do. It helps to ensure that we act consistently as one team to deliver the Council's vision and priorities and to make South Cambridgeshire a great place to work.

Our behaviour framework clearly sets out the behaviours that are important and that we expect everyone to demonstrate at work, regardless of grade and position.

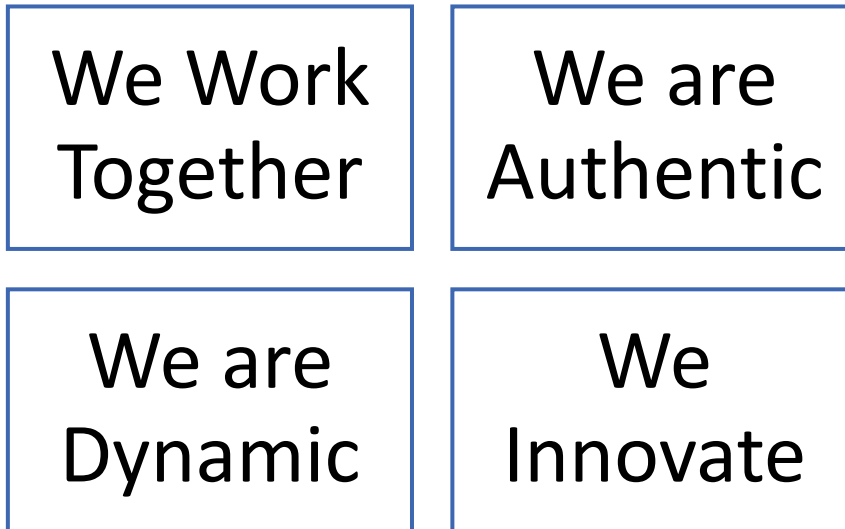
The framework will set out our expectations about:

- How we do things
- How we treat others
- What we say and how we say it
- How we expect to be treated

We value:

- Connecting people, places, partnerships and working together
- Authentic and honesty to ensure that we are open and accountable
- Dynamic approach to the delivery of services with drive and energy
- Innovative people who like doing things differently and better

Embracing the Values framework will ensure that the Council is an effective, positive and supportive place to work.



All of us are expected to demonstrate the same values regardless of our grade or position within the organisation. It is recognised that there will be some differences in the way these values are demonstrated depending on whether someone is *delivering* work, *managing* others or taking a *leadership* role. It is likely that most people, whatever their grade, will have to do all three of these things at some point in their work.

How does the behaviour framework link to performance development?

Performance relates to how well you are doing your job, what you do and what objectives have been achieved. ‘How’ you do your job is how you demonstrate the Behaviours.

The ‘how’ we do things now forms part of an employee’s performance and where they are placed on the 9-box Performance Grid.

Appendix 1 – FAQs

How often do the informal conversations happen?

This is for you and your manager to decide. You need to agree the frequency and how/where they will take place. Remember, they do not have to be face-to-face in the office, it could be out for a walk or over a coffee somewhere. For some people you might agree once a month, others, who have more day-to-day contact with their manager might suggest every 6 to 8 weeks. Most colleagues will already have regular one-to-ones which this conversation would form a part of. It is important to make sure that any current one-to-ones are expanded to discuss the personal aspects of the development conversations and also enable opportunity for discussions around the behaviours.

Is there a minimum number of conversations we should have in a year?

As a guide, we would expect you to have at least 6 dedicated informal performance development conversations in a twelve-month period, one of which would be the annual conversation

Why do we have a formal “annual conversation”?

The annual conversation is the opportunity to formally capture achievements and plans for the next year. This enables the corporate development areas to be built up and discussions about longer term career aspirations and how SCDC can support these to also be collated and therefore internal talent developed and promoted.

The informal performance development conversations are equally as important, as our new ways of working means we need to be flexible about how we manage performance. Over a few months priorities can change so for this reason we are focussing more on conversations which are more responsive.

In addition, the relationship between colleagues and their manager is important so we want to make sure there is regular dialogue on achievements as they happen, not months later and we also want to keep a check on wellbeing and development.

My manager is not having conversations with me what should I do?

Raise it with your manager if you feel able to do so. Let them know you would like to have a conversation about your performance. If things don't change then speak to your Director or HR.

When do I hold the first performance conversation?

The informal performance conversations should start as soon as a colleague joins the organisation; the first few meetings usually form part of the probation period (please refer to the Probation policy) and following that we would expect the conversations to continue in an agreed-upon manner.

What support is available for managers to deliver performance conversations?

We realise the importance of developing our managers to consistently hold development conversations and we therefore ensure there are various opportunities for development in relation to all aspects of these conversations; this includes annual training in Spring on how to hold these conversations, as well as a wider programme of manager training to help you develop these skills yourself. Please check our Learning Calendar for information about upcoming courses or speak to a member of the HR team.

What if my team member doesn't want to progress or develop further?

We realise not all staff are looking for career progression, however as an organisation we believe in the importance of development for all, whether this is to improve how you deliver your current role, keep skills up to date, or learn a new skill to support another team member. We are also very supportive of colleagues who are interested in career progression and would want to discuss development options to support this during any conversation.

What if I work for different teams?

Your line manager is responsible for holding your annual performance conversation with you; however, this may involve collecting feedback from other managers and teams an individual has worked with. It may also be appropriate to have two managers in the conversation if there is a benefit to the individual of this approach. This must be agreed by both parties in advance.

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Agenda Item 7



**South
Cambridgeshire**
District Council

Report to:	Employment and Staffing Committee Friday 14 th January 2022
Lead Cabinet Member:	Councillor Neil Gough
Lead Officer:	Jeff Membery

Retention and Turnover Report: Quarter 2 (Q2) 1 July 2021 to 30 September 2021

Executive Summary

1. This report provides an analysis of the turnover of staff between 1st July 2021 and 30th September 2021. The reason for this report is to highlight trends, inform recruitment decisions and enable SCDC to develop a resource strategy, drive change in a team or area of the business and to ensure the achievement of the organisation's goals.

Key Decision

2. No

Recommendations

3. It is recommended that the Employment and Staffing Committee note this report.

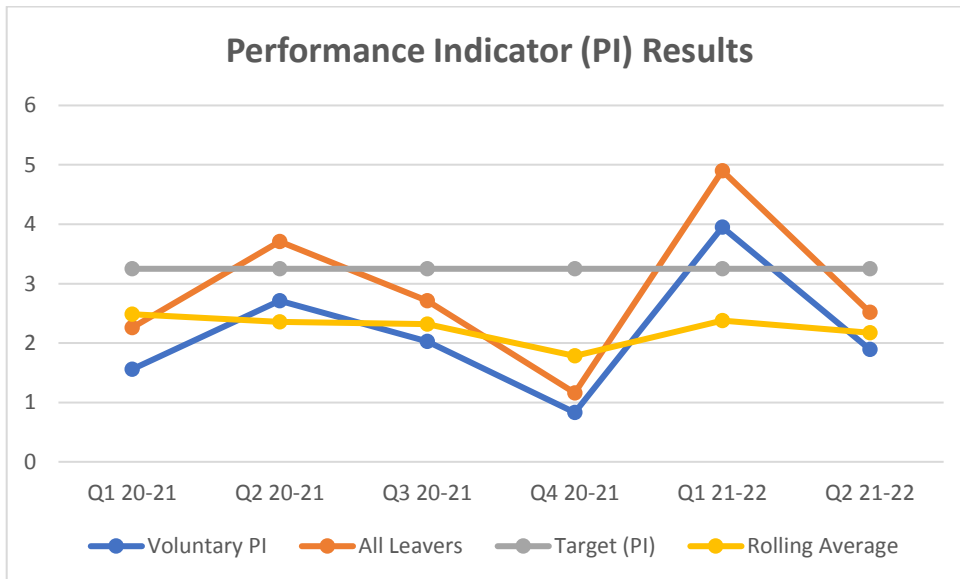
Reasons for Recommendations

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

Details

- The Performance Indicator (PI) value for Q1 1st July 2021 to 30th September 2021 is 1.89% (based on a headcount of 634 on 1st July 2021). The quarterly target for voluntary leavers* is 3.25%¹.

Chart 1



- The rate of all leavers (considering both voluntary and involuntary leavers) is 2.52% for Q2. This equates to a combined total of 16 leavers: 12 voluntary and 4 involuntary leavers. Involuntary leavers include dismissals, redundancies, and end of fixed term contracts. See **Chart 2** for the breakdown of Leavers and Turnover by Service Area.
- Following the introduction of the new iTrent HR System we are unable to report on historical data. As a result, we will not be able to calculate the Stability Index until April 2022 when we will have a year of position history in the system.
- There was a significant decrease in the number of voluntary and involuntary leavers in Q2. There were no redundancies in Q2. **Q2 Reasons for Leaving² - see Charts 3 and 4.**

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).

² More than one reason can be chosen at the exit interview.

9. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. To improve completion of Exit Interviews, HR changed the process. From July 2021, HR Advisors now contact the leaver and arrange a virtual Exit Interview. The invite is sent out to each leaver once the leavers paperwork is received. This should enable HR to take prompt action if needed before the employee leaves. In GCSPCS, exit interviews are completed by the Workforce Development Officer. In GCSWS, exit interviews are completed by the dedicated HR Co-ordinator.
10. For those leaving in Q2, we received 10 exit interview forms from 12 voluntary leavers. This is a return rate of 83.3%, compared to 44% in Q1. This figure is an increase compared to the average of 43.6% of exit interviews received in 2019-20 and 38.1% received in 2020-21. As Exit Interviews are now conducted by HR, it is expected that this significant increase in completion rates will be sustained.
11. The exit interviews enable us to gain feedback from staff and establish why our employees have chosen to leave the organisation. The reason for leaving is compulsory on the online exit interview form and the leavers form. The option to state “voluntary” as the reason for leaving was removed as an option during Q2 2021-22. Where employees have completed exit interviews, we have cross-checked records and used the detail given to help narrow the reason given for leaving. 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 Exit Interview includes two important feedback questions. The first asks leavers to rate their perceptions of SCDC as an employer against a range of factors. The second asks “Would you consider working for SCDC again?”. See **Charts 5 and 6** for a summary of the responses to these questions.
12. We are now able to include information relating to Joiners: see **Chart 7 – Joiners per Service Area, Q2**.

Recruitment

13. Please see **Charts 8, 9 and 10** for Recruitment info.
14. Please note that in Q2, Market Factor Supplements were awarded to Project Managers in response to market concerns. With the introduction of iTrent, we are now able to run a more accurate report regarding Market Factor Supplement payments. This figure has significantly increased this Quarter.
15. Concerns around retention particularly at GCSWS have led to an introduction of a Retention Scheme in Q3. This is targeted at Drivers, who will receive payments of £2400 over a 2 year period, at quarterly intervals.
16. At the start of Q2, the number of temporary workers in each department was as follows: 23 (18.85%) in Greater Cambridge Shared Planning, 5 (7.35%) in Transformation, 6 (7.5%) in Finance, 1 (2.17%) in Shared Waste & Environment and 30 (18.4%) in GCSWS.

17. Since January 2021 the recruitment team has been working to create a new Casual Worker Bank to support the Council to reduce agency fees. In this quarter 4 new casual workers started within posts that would normally be filled with an agency worker, reducing agency spend. We are working to add more workers to the bank to enable a pool of skilled talent that we can call upon.
18. Note that no Golden Hello Payments were paid in Q2. 4 role was advertised, with 6 new eligible hires. These employees will receive their Golden Hello Payments upon the successful completing of their probationary periods.
19. The Recruitment Coordinators have been busy this quarter and there continues to be high volume of recruitment forecast for October to December. The Recruitment Coordinators are now preparing for future recruitment and the implementation of the Recruitment module within the new HR System. Golden Hellos, Market Supplements and an employee referral scheme are all in use to improve both the quality and number of candidate applications.
20. A new HR induction and onboarding process was implemented during Q2 2021-2 with new employees having remote inductions with a member of the HR team. This includes follow up meetings between 2 & 4 weeks later. Employees have given positive feedback that they are able to speak to a 'face' in HR. Managers are also supported as new employees are helped to settle into their new roles without having the added stress of sorting out annual leave entitlement, flexitime sheets and processing lots of forms.
21. HR deliver Manager Induction training sessions, currently remotely. This is both for newly promoted managers and new recruits to the Council. The intention is to run these sessions quarterly, and there are further sessions planned for 2021-2. A session was scheduled for Q2, however there were no delegates. Another session is scheduled for Q3.
22. The Council is currently finalising its' Apprenticeship strategy. From this quarter, we have separated the Apprenticeship data, so that we can identify external, new hire Apprentices and existing staff who are undertaking an Apprenticeship. See **Chart 11** for the detail. Incentive payments were extended by the Government to the end of January 2022 and we hope to have a new Cohort of Internal Apprenticeships start in 2022.

Wider Context

23. The most recent Labour Market Report³ from the CIPD was published in November 2021. Recruitment difficulties are increasing, as we can see in our data as well as in the Labour Market Report. Almost half employers are reporting hard-to-fill vacancies, particularly when filling low-skilled vacancies. Our fill rate was 55% for Q2. We have introduced new Retention measures in Q3 affecting GCSWS, highlighted in the Report. Other organisations are taking positive action to attract the best candidates, including raising pay, upskilling and hiring

³ [Labour Market Outlook: November 2021](#)

more Apprentices. One in five employers are also improving the quality of work they offer.

Other data

24. At the committee reviewing Q1 Reports, data was requested about internal career progression. This was a factor in many employees leaving the Council in Q1. In particular, Members spoke about the fact that the Contact Centre Advisor is intended to be an entry-level role, enabling employees to progress to more senior customer service-related roles. Data for 2020 and 2021 has been analysed; there were 89 internal appointments and 2 employees were identified during this time who had secured other roles within the Council after working at the Contact Centre.
25. Data around Agency staff, giving breakdowns at Service Area level, has been included earlier in the report.

Equality and Diversity

26. The new iTrent HR system enables reporting on the diversity of all leavers by age, ethnicity, gender, disability and religion. We don't have 2021 Census data to compare this to yet. However, the reporting of Leavers data is a very manual process. This is in contrast to the Joiners breakdown, which is produced as part of the Analytics Package. As the number of leavers has also decreased from Q1 to Q2, there is a question around how much value this data would add. Currently this is not included with this report. If Members want this data, we can provide it after the Committee meeting.
27. We have previously included information on the diversity of Apprentices. This requires looking at each individual Apprentice record, manually adding the data together. We can provide this data for future reports if the Committee recommends it, however, it does become a more manual report, and with it, increases the risk for reporting errors.

Conclusion

28. The turnover rate has dropped after the sharp rise in Q1.
29. The most common reasons for voluntary turnover cited in exit interviews were linked as they included more career progression, higher salary and personal reasons.
30. The number of roles advertised increased significantly from 25 to 56 in Q2. In contrast, the fill rate decreased to 55% compared to the previous quarter.

31. The number of staff who internally transferred to new roles was the highest in over 12 months. This demonstrates that staff are keen to 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.
32. The Council has demonstrated it looks for new avenues to continue to recruit the best talent available by pursuing alternative digital recruitment solutions and recruiting Apprentices. The Council has also streamlined its recruitment application process and offered incentives for applications, including Market Factor Supplements and Golden Hello Payments.
33. The Council continues to seek feedback about all aspects of the employee life cycle to make improvements to continue to support the retention of talent.
34. 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

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

Implications

36. 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

37. 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

38. A certain level of turnover is healthy for an organisation as it enables new ideas and skills to be brought into the organisation. There will always be a natural number of leavers and this creates opportunities for reviewing job purpose and the skills and attributes that an organisation needs for the future. 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

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

Alignment with Council Priority Areas

A modern and caring Council

42. By monitoring Retention and Turnover levels, and making any necessary recommendations, we can ensure that the Council is structured and appropriately resourced to deliver the ambitions of our communities.

Appendices

Appendix A: Q2 21-22 Turnover New Final Report.

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Appendix 1- Q2 21-22 Turnover Report

Chart 1

	2020-21				2021-22	
Column1	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22
Voluntary PI	1.56	2.71	2.03	0.83	3.95	1.89
All Leavers	2.26	3.71	2.71	1.16	4.9	2.52
Target (PI)	3.25	3.25	3.25	3.25	3.25	3.25
Rolling Average	2.49	2.36	2.32	1.78	2.38	2.18

Org Structure	Leavers in Period Previous Qtr	Leavers in Period Current Qtr	Turnover Previous Qtr	Turnover Current Qtr
Executive	1	0	0.00%	0.00%
Finance	2	2	1.27%	2.52%
Housing	4	3	0.00%	2.43%
HR and Corporate Services	4	1	0.00%	3.51%
Shared Planning	3	2	0.82%	1.63%
Shared Waste and Environment	15	7	1.41%	3.33%
Transformation	3	1	1.61%	1.47%
Total	32	16	0.95%	2.51%

Chart 2

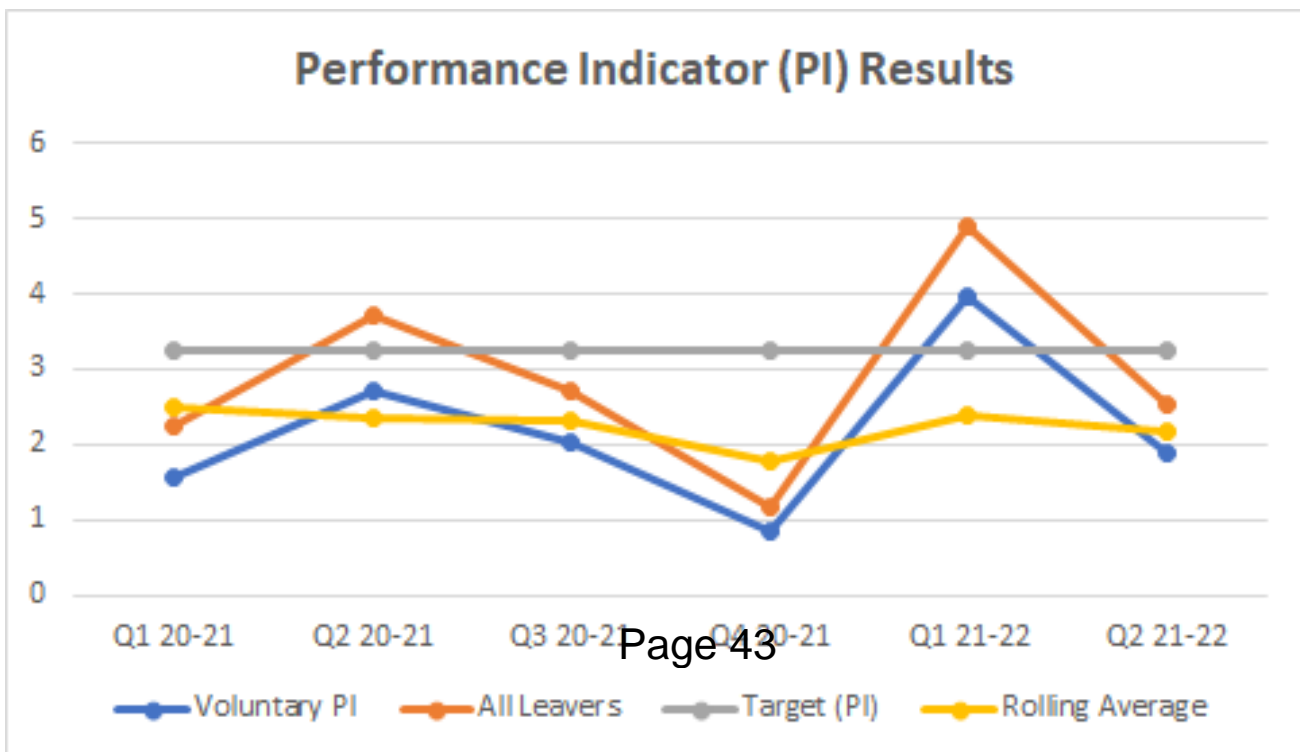


Chart 3

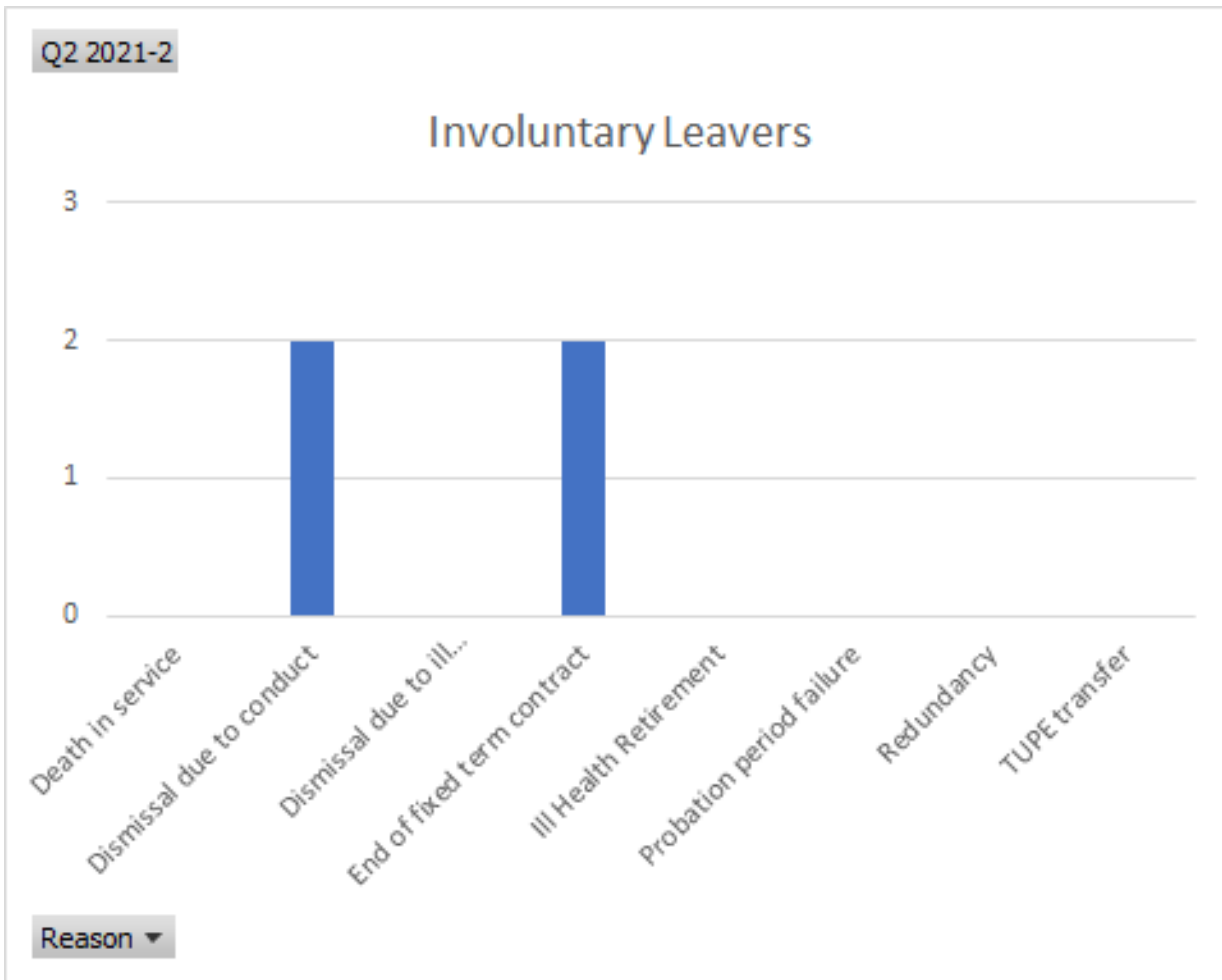


Chart 4



Chart 5

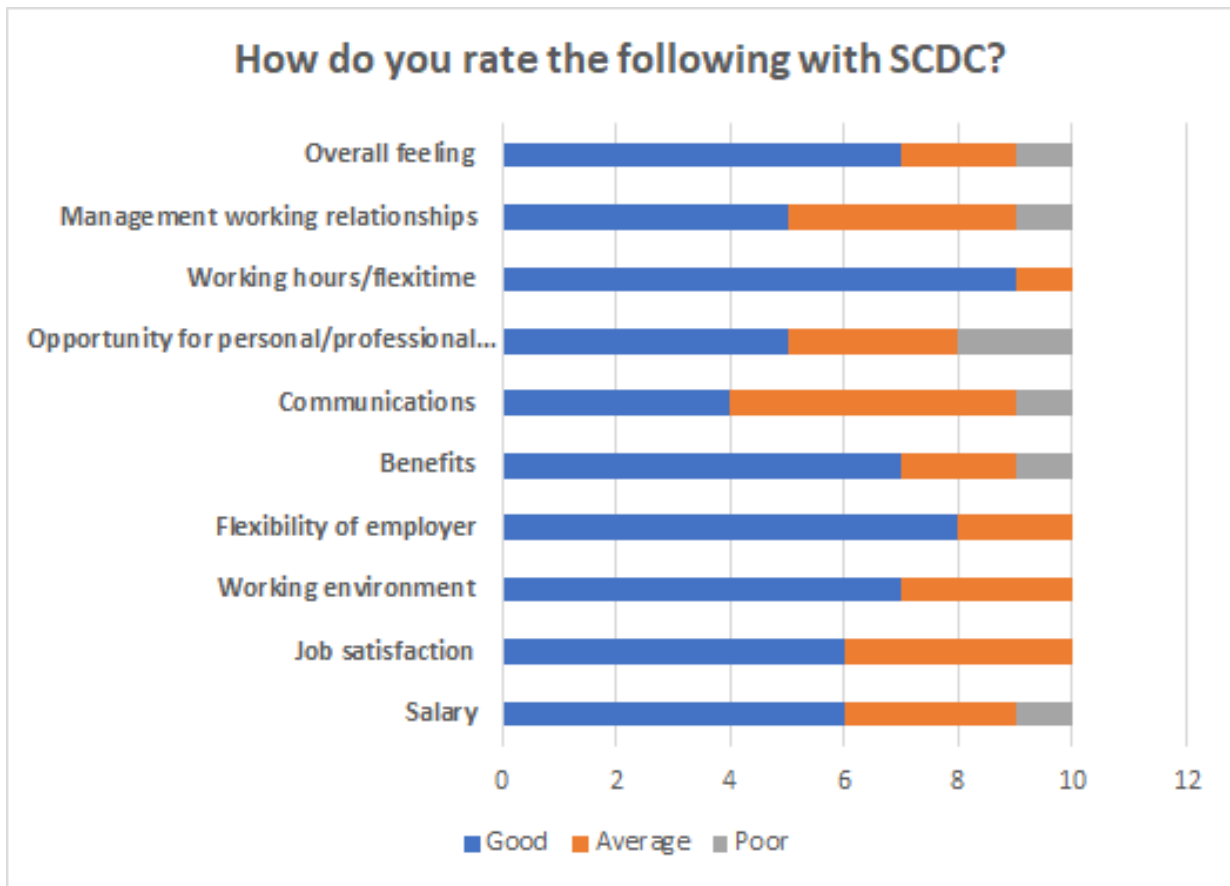


Chart 6

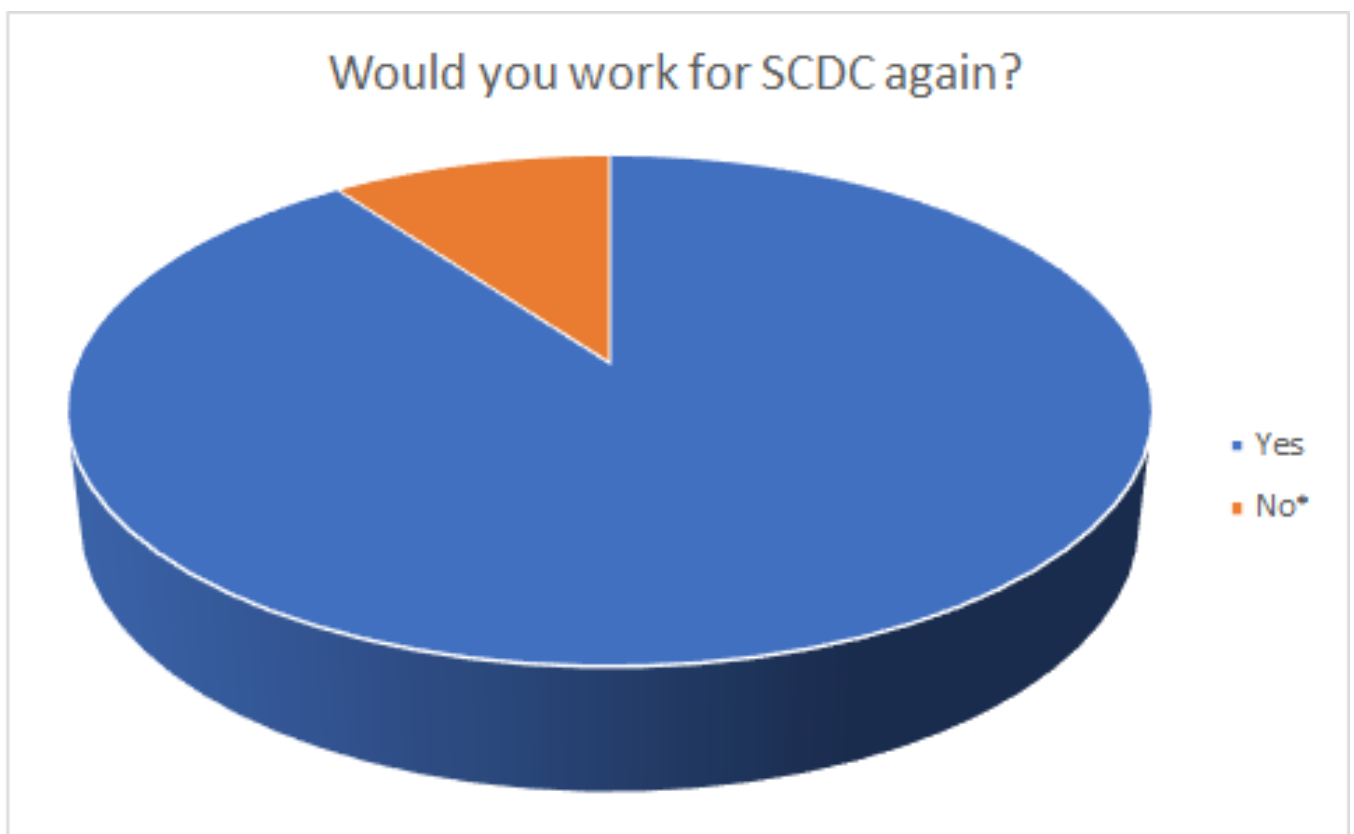


Chart 7

Org Structure	Joiners in Period Previous Qtr	Joiners in Period Current Qtr	Variance
Executive	0	0	0
Finance	3	3	0
Housing	2	3	1
HR and Corporate Services	0	3	3
Shared Planning	2	3	1
Shared Waste and Environment	8	12	4
Transformation	9	2	-7
Total	24	26	2

Data for Charts 8-11

	2020-2021				2021-2022	
	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22
New hires	12	26	29	18	24	24
Internal Changes	29	8	8	7	9	23
Total New Roles	41	34	37	25	33	47
Roles advertised	17	42	34	54	25	56
Roles Filled	15	37	31	40	21	31
Fill Rate	88%	88%	91%	74%	84%	55%
Roles re-advertised	2	5	4	7	0	4
Work Experience	0	0	0	0	0	0
Apprenticeship - started (total)	1	13	0	0	1	2
Apprenticeship - advertised (external)	3	0	0	2	2	3
Apprenticeship - started (external)					1	2
Apprenticeship - started (internal)					0	0
Acting up	23	20	20	18	17	10
Secondment	19	14	19	13	11	15
Market Factor Supplement	26	26	26	27	26	45
Golden Hello Payment	0	0	0	1	0	0
Golden Hello Payment advertised (ad, recruited to)	1, 6	1, 2	2,3	3,3	1,2	6, 10

Chart 8

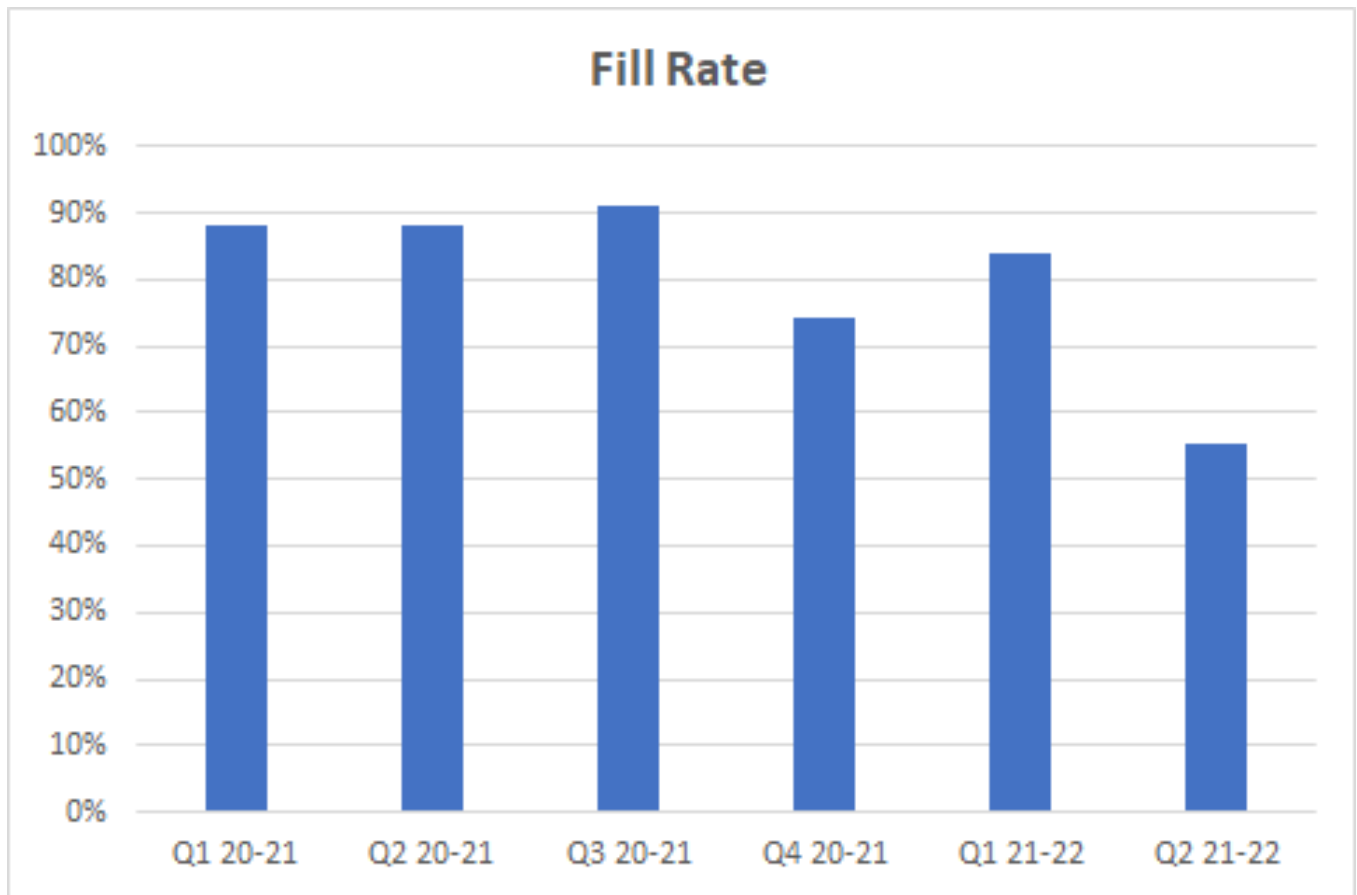


Chart 9

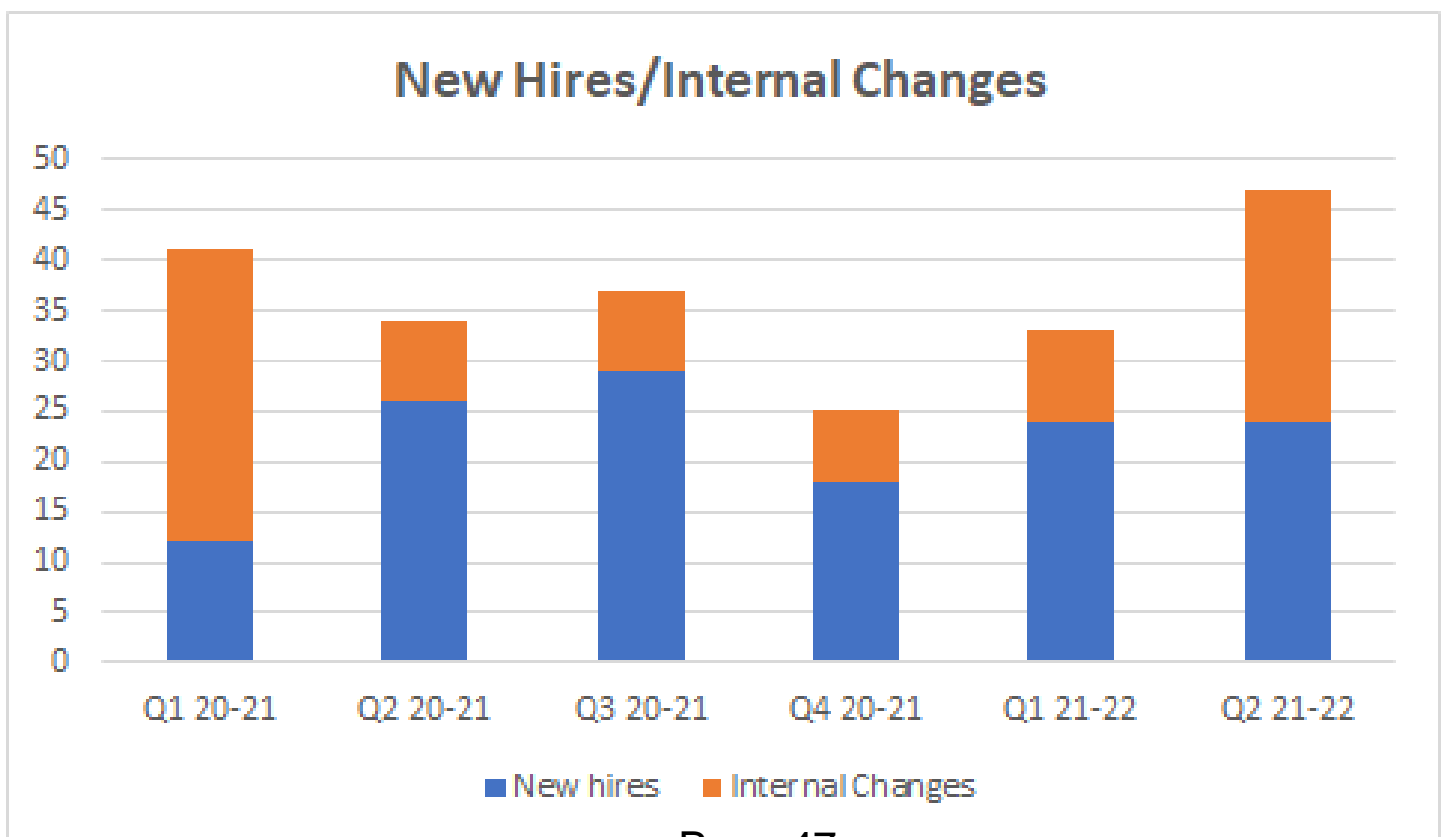


Chart 10

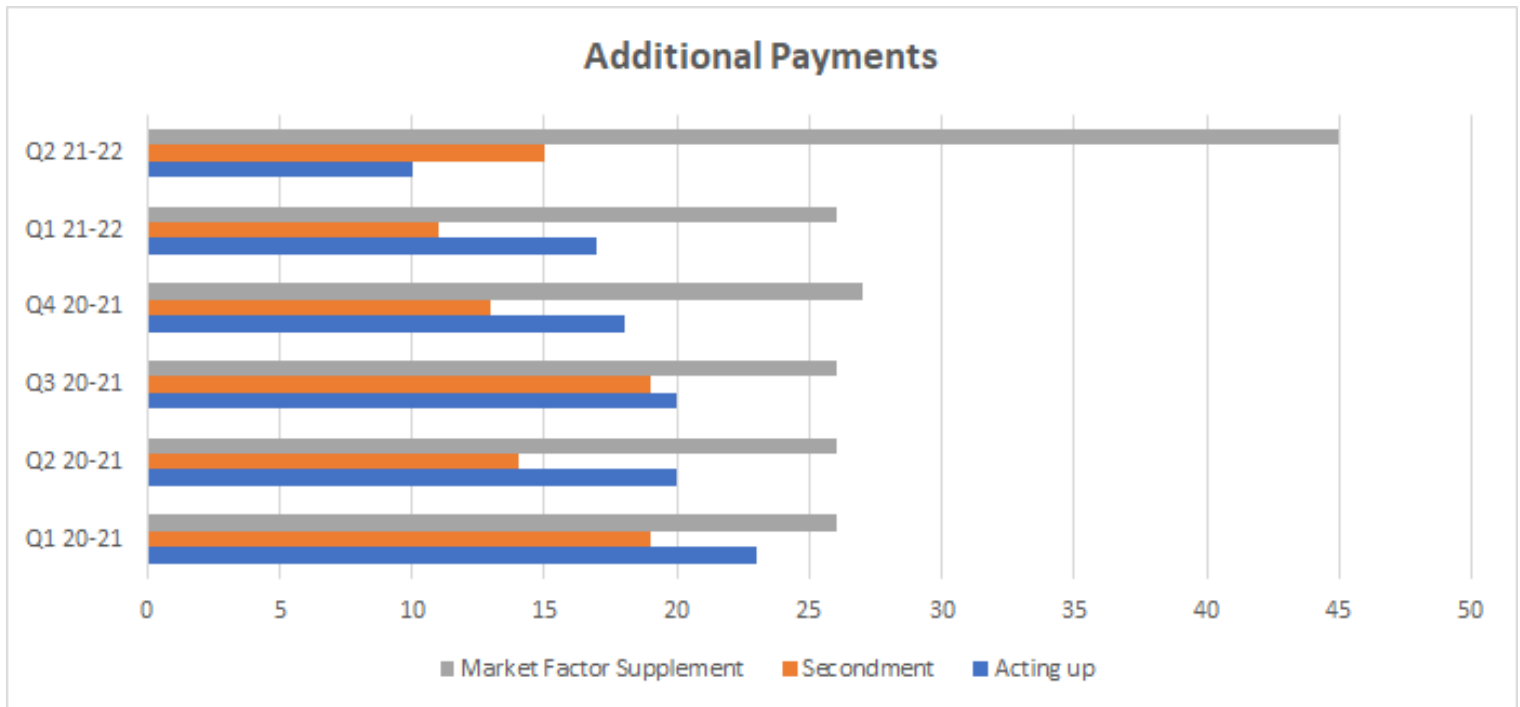


Chart 11



Please note that Apprenticeships that started prior to Q1 21-22 are identified as one group. From Q1 21-22, we will report on the internal and external figures separately.

Agenda Item 8



**South
Cambridgeshire**
District Council

Report to:	Employment and Staffing Committee Friday 14 th January 2022
Lead Cabinet Member:	Councillor Neil Gough
Lead Officer:	Jeff Membery

Sickness Absence Q2 2021-22

Executive Summary

1. The Sickness Absence rate (BVPI) has reduced in comparison to Q1 2021-22 and Q2 2020-21. The top 3 reasons for absence were: Musculoskeletal, Stress, Anxiety and Depression, and Other Musculoskeletal. All Service Areas, except for GCSWS, saw an increase in absence this quarter. Sickness days lost to Covid-19 increased in this Quarter; there is a lot of absence, particularly at the Depot, where employees are either self-isolating or asymptomatic. This is not recorded as Sickness absence (however we have included calculations in the Report as to the exact number of days lost.) Support is provided to employees in different ways, (e.g. through the EAP) and we have included data relating to this.

Key Decision

2. No.

Recommendations

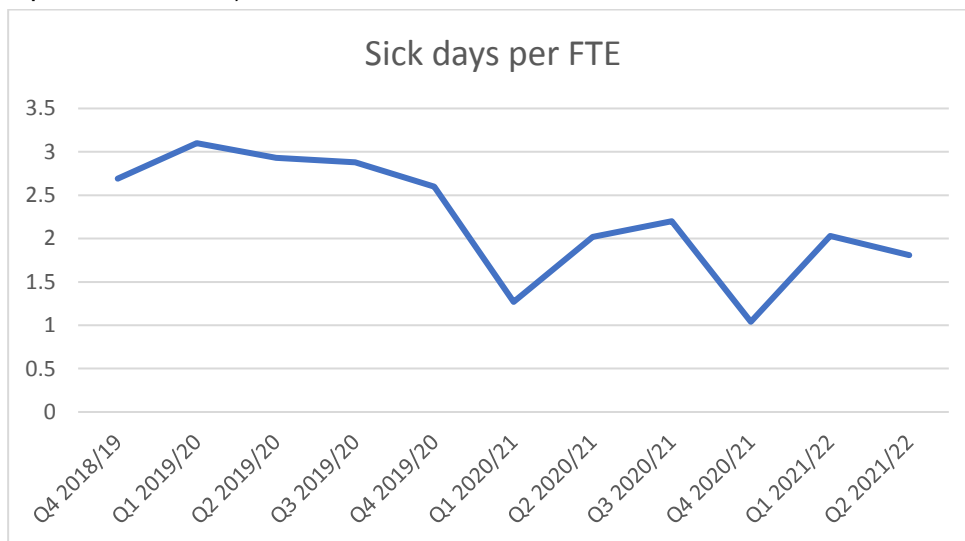
3. It is recommended that the Employment and Staffing Committee note this report.

Reasons for Recommendations

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

Details

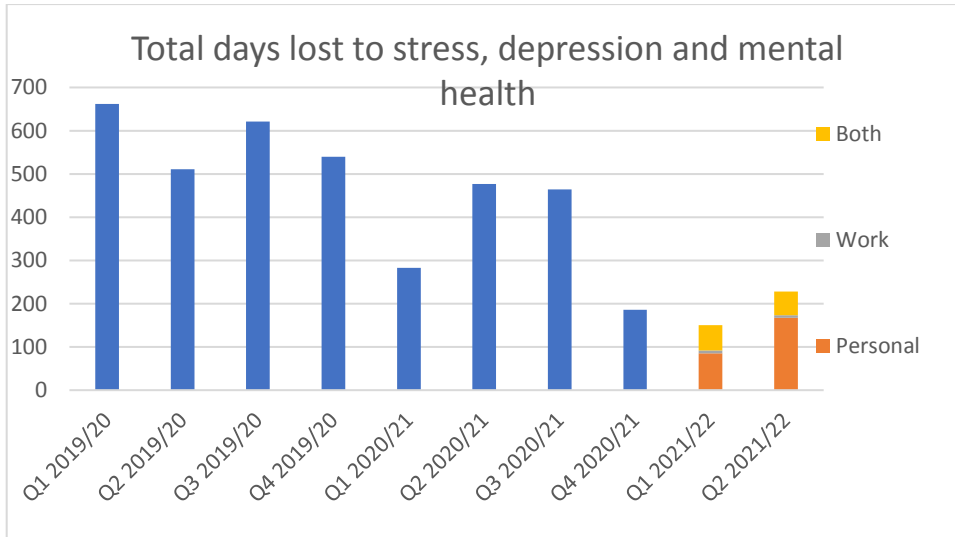
5. We have now successfully implemented our new HR/Payroll management system, which has increased our trend identification and reporting capabilities. This report has been created using our new sickness analytics package, which is why the reports do not look the same as previous reports. As part of this, we have also increased the number of options for absence reasons, which will better allow us to track changes and implement targeted supports.
6. While this will help us to better identify the causes of stress-related absence, it does mean that our reports are showing a decrease of 178 days attributed to 'stress/depression and mental health' because that category is not being used anymore; there is actually only a decrease of 65.5 days.
7. Our BVPI figure is 1.82 days per FTE (based on 606.68 FTE), which is a decrease on Q1 figure. (2.03 days per 584.7 FTE). This is also a decrease compared to Q2 2020-21 (2.02 days per 571.82 FTE).



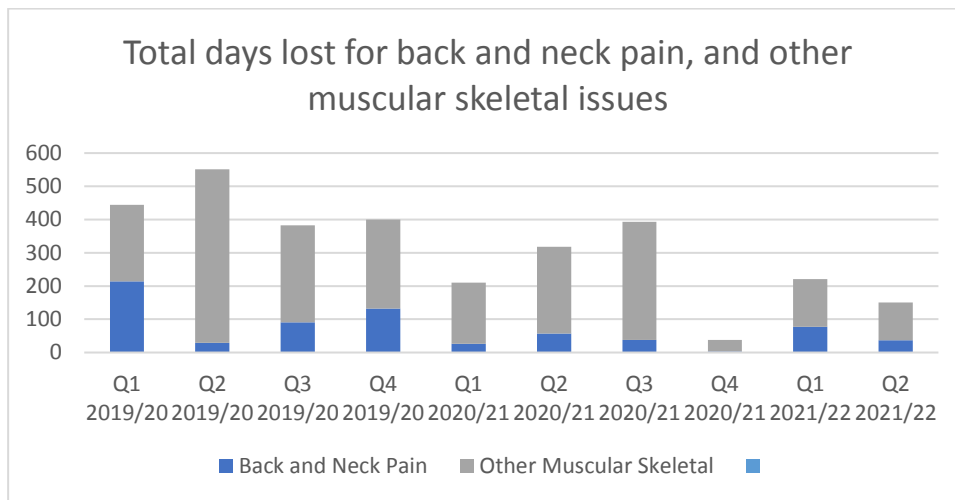
8. iTrent Reporting Data includes data that is a % days lost of availability.¹ These figures are included in the Excel Data included with this Report (see tabs A and B). This shows a small reduction in days lost of availability in Q2 (2.9%) compared to Q1 (3.08%).
9. Our absence figures have decreased slightly this quarter. (Appendix C – Trend Analysis by Structure). Note that this tab shows the individual monthly figures. In Q2 2021-22 the number of days lost for absence was 1103, which is a decrease of 26 days.
10. Looking at "Absence Analysis by Reason", there has been a significant increase in MSK, Infections, Covid-19 and Other. There have been significant decreases in Stress/depression, Other MSK and Eye ear nose & mouth.
11. The increase in Infections and Covid-19 can be partly explained by the fact that last year we were in lockdown/under some restrictions, and therefore there were fewer opportunities for social contacts outside the household.
12. When looking at Days Lost Working Cost, all Service Areas increased, with the exception of Shared Waste and Environment, who saw a reduction of £24,818 vs Q1.
13. There have been increases in absences in some categories: MSK and Other MSK absences combined have seen an overall increase of 52 days, and Stress/Depression (personal) show an increase of 82.5 days.

¹ Days lost as a percentage of the assumed available days

14. For more details please see appendix B – Absence Analysis by Reason.
15. Within this Quarter, 166 employees have had absences due to sickness (compared to 132 in Q1), meaning 485 employees have not had any absences within this period.
16. The total days lost in Q2 for Shared Waste & Environment account for 45.15% of total days absences (498 out of 1103). This is a decrease from 67% (794 out of 1186.5).
17. The chart below shows the number of days absence attributed to stress/depression & mental health over the past two years, with the new differentiation between causes of stress, depression, and mental health reflected in the 2021-22 columns.

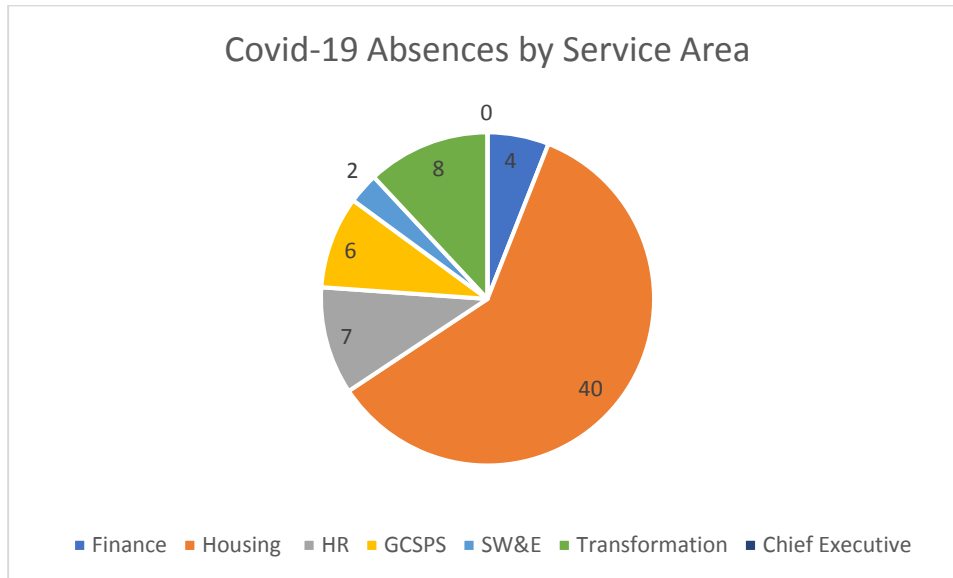


18. The chart below shows the number of day's absence attributed to Back and Neck Pain, Other Muscular-Skeletal, and Musculoskeletal problems incl. back and neck over that last year.



19. Covid-19 Absences

This chart shows the number of days' absence, at Service Area Level.



Note – there were 0 days of sickness absence due to Covid for GCSWS, and only 2 days for Shared Waste & Environment.

73 days were lost at the Depot in this Quarter due to isolation or asymptomatic cases; these are not recorded as sickness absences: 58 days were due to employees isolating, either awaiting tests or prior to have scheduled operations and also includes employees who were close contacts (not vaccinated). 15 days were positive PCR cases but no symptoms.

20. Unfortunately, we are not currently able to provide the usual breakdown between long term and short-term sickness absence, but we are continuing to work on developing the reports and are hopeful this information can be reported on again in the future.

21. During Q2, the HR team have been continuing to work alongside managers, introducing a new way of working/new tools to try to assist managers in proactively managing long term absence. Virtual welfare visits are carried out with all long-term sickness cases.

22. During the year, the HR team have also delivered some managerial masterclasses titled 'Managing Stress' and 'Managing Absence'. These are targeted at managers, and focus on our policies, procedures, and the tools and supports available, including our stress audit tool, counselling service, our Mental Health First Aid team, and our Occupational Health provider. We have also run "Wellness Action Plan" sessions, which employees or managers can attend to find out more about and create their own Wellness Action Plan. None of the manager sessions ran in Q2 due to low demand. We will be reviewing how we promote these sessions in future (although it is worth noting that they have run in Q3).

23. We have also continued to provide regular guided meditation sessions, which are now once a fortnight and are available to all staff to either attend live or to access the recordings at any point via Insite – we have over 45 sessions recorded now.

24. We have also continued to advertise our Employee Assistance Programme (EAP) to all staff and managers, through Insite posts and inclusion on the new monthly HR newsletter. In this quarter we also offered employees the choice of Telephone Counselling (provided through EAP) or Video Counselling (provided by Evolve). There has been some uptake of the Video Counselling, where staff felt uncomfortable having telephone-only sessions.

25. With respect to muscular skeletal absences HR/Health and Safety have been encouraging all staff to undertake a DSE assessment on their home set up and sending out wellbeing tips about regular breaks and additional equipment. As of 1st October 2021, analysing the number of employees who have used the DSE training/assessment tool: 377 have

completed it, 12 employees are yet to complete the assessment and 125 employees have not yet started. There has been minimal progress since Q1, there is currently a 73% completion rate. The Corporate H&S Advisor will be sending out reminder emails in January.

26. We have also been promoting our new Employee Assistance Programme (through Vivup) which includes free confidential counselling for all staff, as well as access to additional resources such as CBT guides. During Q2 6 employees accessed the CBT resources (vs 2 in Q1), 15 calls were made to the Helpline (vs 9 in Q1), there were 5 telephone assessments (vs 3 in Q1), with 4 new employees accessing Counselling. There was a total of 21 Counselling sessions (compared to 12 in Q1).
27. We also offer Video Counselling through Evolve; there were 4 new employees accessing Counselling in this way (vs 3 in Q1). This provider offers Video Counselling, compared to the telephone-only sessions offered through Vivup.
28. In relation to Managing Absence, there were 35 new HR cases that started in Q2; note this only reflects new cases. There were another 30 cases that predated Q2. The reasons for these cases on our Log include:
- an Informal Trigger has been met,
 - a Formal meeting is due
 - a Long-Term absence trigger has been met
 - absence due to Stress/Depression: a HR Advisor/BP is involved with every case, to ensure a Stress Tool and other supportive measures are put in place

Options

29. This report is for information only.

Implications

30. There are no significant implications.

Staffing

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

Equality and Diversity

32. All Sickness Absence is managed under the Attendance Management Policy, to ensure it is applied in a fair and consistent manner. Reasonable Adjustments are considered for all employees in accordance with the Equality Act (2010). The Attendance Management Policy is currently under review, and an EQIA is in progress.

Health & Wellbeing

33. We use an external Occupational Health Provider as needed. We offer an Employee Assistance Programme (EAP), referred to earlier in this document. This provides employees with support including Counselling and CBT workbooks. DSE assessment information is included in this report.

Alignment with Council Priority Areas

A modern and caring Council

34. Through the Attendance Management Policy, the Council aims to ensure that employees maintain good health and that sickness absence is minimised by offering a safe working environment coupled with flexible working practices, family friendly policies and the positive promotion of employee wellbeing.

Appendices

Appendix A: Sickness Absence Data Q2 2021-22

Report Author:

Donya Taylor and Bethan Gregory – HR Advisor
Telephone: (01954) 712900.

Appendix 1 - Sickness Absence Data Q2 2021-22

Absence Analytics Q2 2021-2022

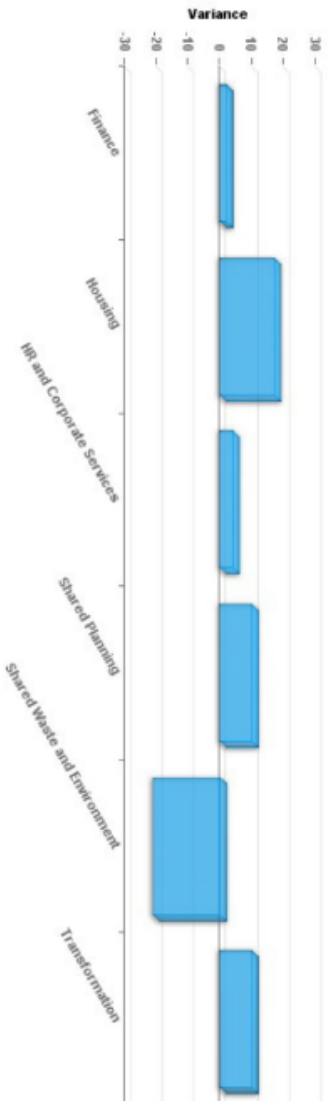


Absence by Organisation Structure

Org Structure	Employee Count Previous Qtr	Employee Count Current Qtr	Absence Instances in Previous Qtr	Absence Instances in Current Qtr	Emp Absence Count Previous Qtr	Emp Absence Count Current Qtr	Days Lost Previous Qtr	Days Lost Current Qtr	Ave Days Lost per Emp Previous Qtr	Ave Days Lost per Emp Current Qtr	Ave Days Lost Duration Previous Qtr	Ave Days Lost Duration Current Qtr	Days Available in Period per Emp Previous Qtr	Days Available in Period per Emp Current Qtr	% Days Lost of Availability of Previous Qtr	% Days Lost of Availability of Current Qtr	Days Lost Working Cost Previous Qtr	Days Lost Working Cost Current Qtr
Executive	4	4	0	0	0	0	0	0	0	0	0	0	234	213			88,732.79	€13,864.13
Finance	80	81	18	20	15	16	57.5	106.5	0.72	1.31	3.83	6.86	4440.80	4686.26	1.29%	2.27%	€22,120.00	€27,731.16
Housing	124	123	29	46	22	33	162	249	1.55	2.02	6.73	7.55	6796.86	6976.13	2.62%	3.57%	€932.91	€14,208.78
HR and Corporate Services	28	25	4	8	3	6	7.5	63	0.29	2.52	2.50	10.50	1296.24	1404.88	0.59%	4.89%	€7,010.21	€11,571.14
Shared Planning	126	126	14	24	11	18	45	84.5	0.36	0.67	4.09	4.69	6970.76	7191.46	0.65%	1.18%	€89,873.21	€45,054.83
Shared Waste and Environment	227	221	116	95	70	73	766	498	3.46	2.25	11.23	6.82	13213.70	13447.91	5.65%	3.70%	€4,681.65	€11,015.86
Transformation	70	71	14	24	11	20	41	102	0.59	1.44	3.73	5.10	3697.62	4137.31	1.11%	2.47%	€11,356.78	€723,535.69
Total	657	651	195	217	75	165	1129	1103	1.72	1.69	8.55	6.64	36642.02	38066.75	3.08%	2.90%		

Absence Instances Current vs Previous Qtr

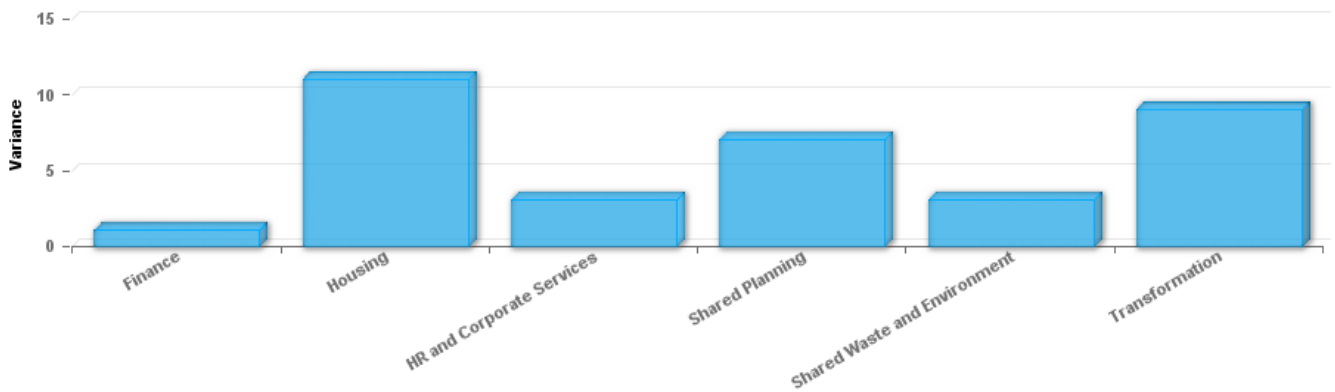
Org Structure	Absence Instances in Previous Qtr	Absence Instances in Current Qtr	Variance
Executive	0	0	0
Finance	18	20	2
Housing	29	46	17
HR and Corporate Services	4	8	4
Shared Planning	14	24	10
Shared Waste and Environment	116	95	-21
Transformation	14	24	10
Total	195	217	22



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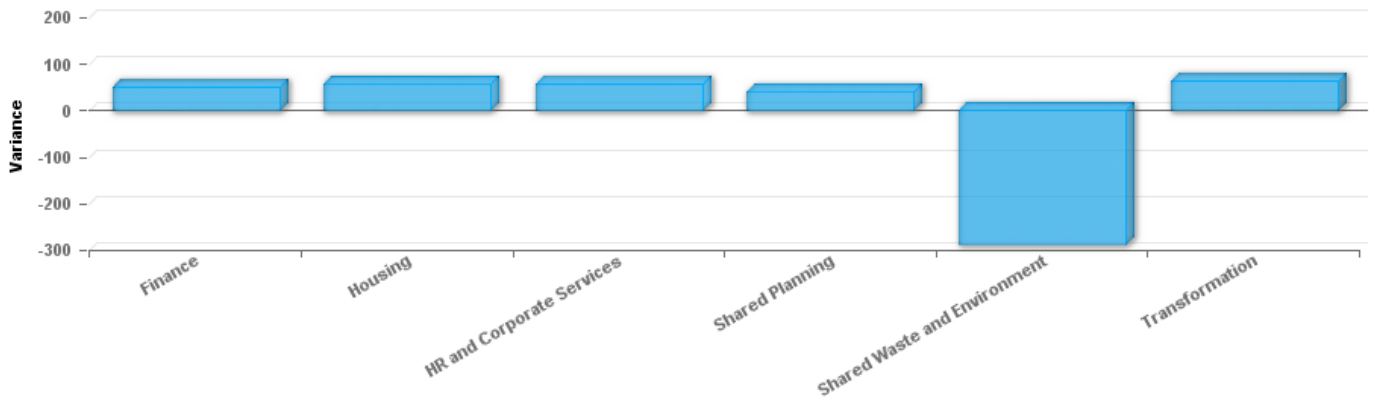
Number of Employee Absence Current vs Previous Qtr

Org Structure	Emp Absence Count Previous Qtr	Emp Absence Count Current Qtr	Variance
Executive	0	0	0
Finance	15	16	1
Housing	22	33	11
HR and Corporate Services	3	6	3
Shared Planning	11	18	7
Shared Waste and Environment	70	73	3
Transformation	11	20	9
Total	132	166	34



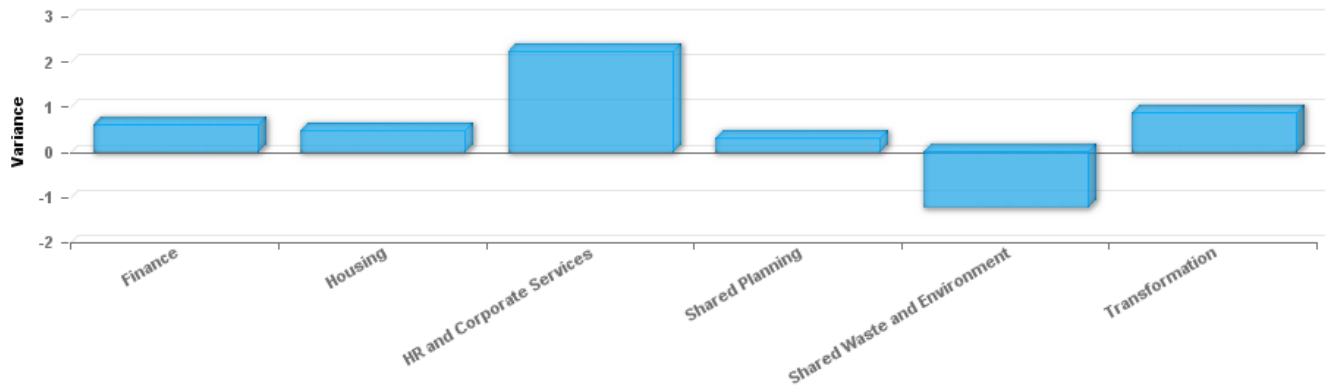
Days Lost Current vs Previous Qtr

Org Structure	Days Lost Previous Qtr	Days Lost Current Qtr	Variance
Executive			
Finance	57.5	106.5	49
Housing	192	249	57
HR and Corporate Services	7.5	63	55.5
Shared Planning	45	84.5	39.5
Shared Waste and Environment	786	498	-288
Transformation	41	102	61
Total	1129	1103	-26



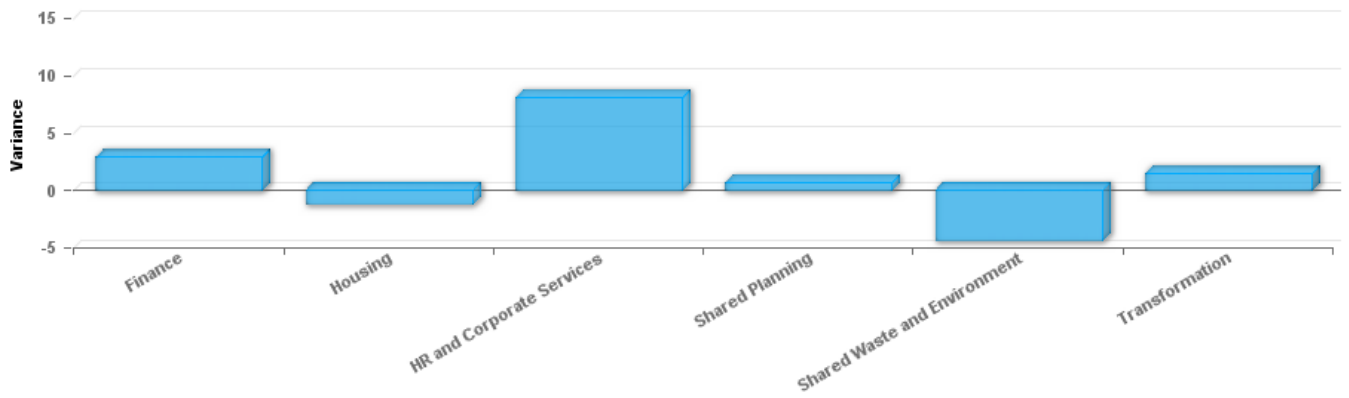
Average Days Lost All Employees Current vs Previous Qtr

Org Structure	Ave Days Lost Duration Previous Qtr	Ave Days Lost Duration Current Qtr	Variance
Executive			
Finance	0.71875	1.314814815	0.59606481
Housing	1.548387097	2.024390244	0.47600315
HR and Corporate Services	0.288461538	2.52	2.23153846
Shared Planning	0.357142857	0.670634921	0.31349206
Shared Waste and Environment	3.462555066	2.253393665	-1.2091614
Transformation	0.585714286	1.436619718	0.85090543
Total	1.718417047	1.694316436	0.02410061



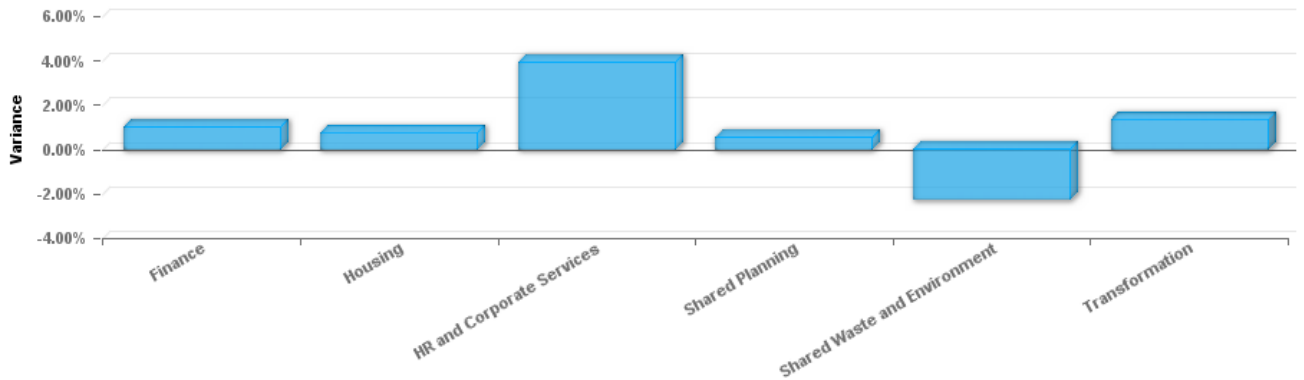
Average Days Lost Duration Current vs Previous Qtr

Org Structure	Ave Days Lost Duration Previous Qtr	Ave Days Lost Duration Current Qtr	Variance
Executive			
Finance	3.833333333	6.65625	2.82291667
Housing	8.727272727	7.545454545	1.18181818
HR and Corporate Services	2.5	10.5	8
Shared Planning	4.090909091	4.694444444	0.60353535
Shared Waste and Environment	11.22857143	6.821917808	4.40665362
Transformation	3.727272727	5.1	1.37272727
Total	8.553030303	6.644578313	1.90845199



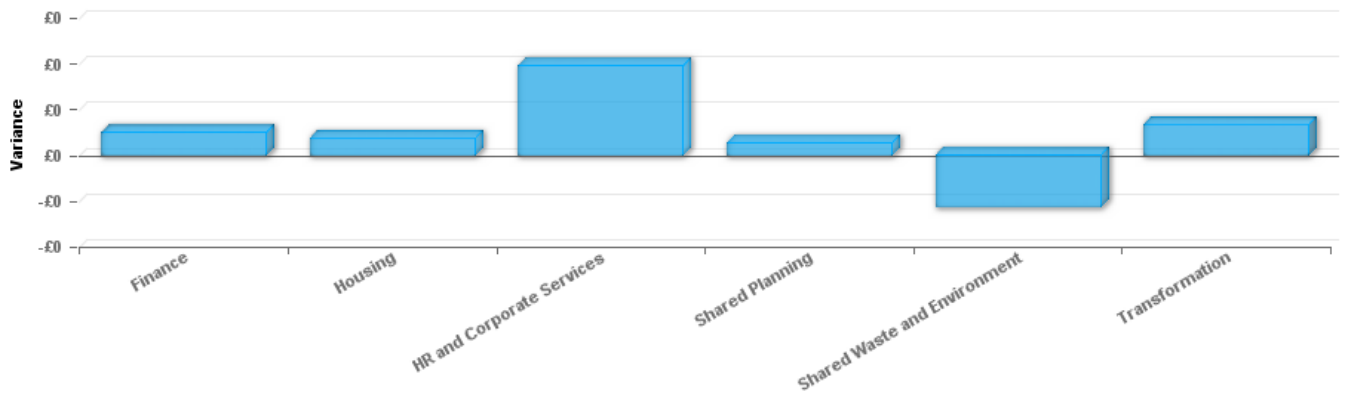
% Availability Lost Current vs Previous Qtr

Org Structure	% Days Lost of Availability Previous Qtr	% Days Lost of Availability Current Qtr	Variance
Executive			
Finance	1.29%	2.27%	0.97%
Housing	2.82%	3.57%	0.74%
HR and Corporate Services	0.58%	4.49%	3.91%
Shared Planning	0.65%	1.18%	0.53%
Shared Waste and Environment	5.95%	3.70%	-2.25%
Transformation	1.11%	2.47%	1.35%
Total	3.08%	2.90%	-0.18%



Days Lost Working Cost Current vs Previous Qtr

Org Structure	Days Lost Working Cost Previous Qtr	Days Lost Working Cost Current Qtr	Variance
Executive			
Finance	£6,732.79	£13,954.13	£7,221.33
Housing	£22,120.00	£27,731.16	£5,611.15
HR and Corporate Services	£932.91	£14,208.78	£13,275.87
Shared Planning	£7,010.21	£11,571.14	£4,560.93
Shared Waste and Environment	£69,873.21	£45,054.63	£24,818.58
Transformation	£4,681.65	£11,015.86	£6,334.21
Total	£111,350.78	£123,535.69	£12,184.91



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Absence Analytics Q2 2021-2022



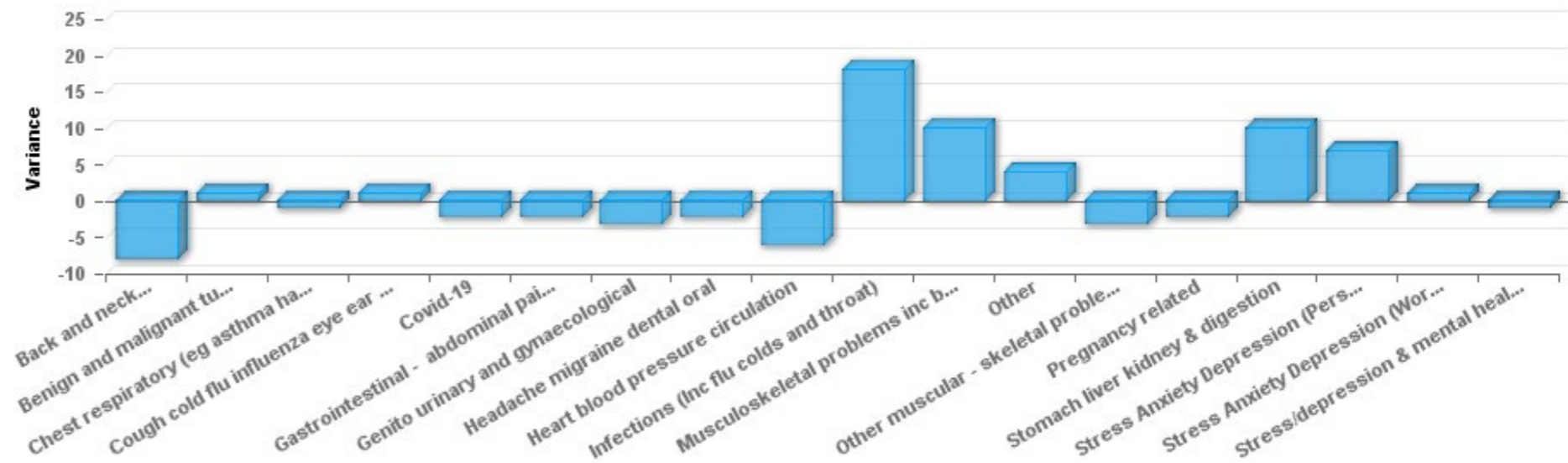
Absence by Reason

Reason	Employee Count Previous Qtr	Employee Count Current Qtr	Absence Instances in Previous Qtr	Absence Instances in Current Qtr	Emp Absence Count Previous Qtr	Emp Absence Count Current Qtr	Days Lost Previous Qtr	Days Lost Current Qtr	Ave Days Lost per Emp Previous Qtr	Ave Days Lost per Emp Current Qtr	Ave Days Lost Duration Previous Qtr	Ave Days Lost Duration Current Qtr	Days Available in Period per Emp Previous Qtr	Days Available in Period per Emp Current Qtr	% Days Lost of Availability Previous Qtr	% Days Lost of Availability Current Qtr	Days Lost Working Cost Previous Qtr	Days Lost Working Cost Current Qtr
Accident at Work	2	3	4	4	2	3	44	26	22.00	8.67	22.00	8.67	83.00	85.00	53.01%	30.59%	£3,593.23	£3,511.22
Asthma chest respiratory heart cardiac circulatory	2	1	2	2	2	1	3	12	1.50	12.00	1.50	12.00	42.00	43.00	7.14%	27.91%	£274.36	£1,030.18
Back and neck problem	10	5	13	5	10	5	94	37	9.40	7.40	9.40	7.40	247.00	108.00	38.06%	34.26%	£8,276.84	£3,538.81
Benign and malignant tumours or cancers	0	1		1	0	1		3		3.00		3.00		17.03		17.62%		£442.13
Chest respiratory (eg asthma hayfever)	3	1	3	2	3	1	5	4	1.67	4.00	1.67	4.00	62.00	34.86	8.06%	11.47%	£571.18	£548.45
Cold/Cough/Influenza	0	0			0	0												
Cough cold flu influenza eye ear nose and throat problems (including infec	0	1		1	0	1		1		1.00		1.00		22.00		4.55%		£117.90
Covid-19	19	15	19	17	19	15	24	61	1.26	4.07	1.26	4.07	369.03	333.59	6.50%	18.29%	£2,829.66	£6,873.76
Eye ear nose & mouth/dental; sinusitis	6	6	6	6	6	6	18	14.5	3.00	2.42	3.00	2.42	122.00	129.00	14.75%	11.24%	£1,735.07	£1,329.11
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	4	2	5	3	4	2	19	29	4.75	14.50	4.75	14.50	95.60	63.00	19.87%	46.03%	£1,878.42	£2,984.41
Genito urinary and gynaecological	2	0	3		2	0	39		19.50		19.50		62.00		62.90%		£3,882.76	
Genito-urinary; menstrual problems	1	1	1	1	1	1	3	2	3.00	2.00	3.00	2.00	12.49	13.08	24.03%	15.29%	£288.35	£197.35
Headache migraine dental oral	5	2	5	3	5	2	11	17	2.20	8.50	2.20	8.50	86.10	64.00	12.78%	26.56%	£1,057.51	£1,628.12
Heart blood pressure circulation	4	1	7	1	4	1	81	2	20.25	2.00	20.25	2.00	144.00	22.00	56.25%	9.09%	£8,217.47	£200.36
Infections (Inc flu colds and throat)	17	35	17	35	17	35	33.5	70	1.97	2.00	1.97	2.00	325.86	705.95	10.28%	9.92%	£4,472.26	£7,813.77
Musculoskeletal problems inc back and neck	8	12	12	22	8	12	144.5	314	18.06	26.17	18.06	26.17	249.00	468.00	58.03%	67.09%	£15,160.32	£31,414.08
Neurological; headaches & migraines	11	12	12	12	11	12	16.5	16	1.50	1.33	1.50	1.33	240.05	226.85	6.87%	7.05%	£2,232.23	£1,833.86
Other	24	29	29	33	24	29	143	110	5.96	3.79	5.96	3.79	564.01	637.05	25.35%	17.27%	£13,928.52	£12,895.00
Other muscular - skeletal problems	13	17	22	19	13	17	231	113.5	17.77	6.68	17.77	6.68	421.00	400.49	54.87%	28.34%	£21,297.26	£10,147.70
Pregnancy related	3	1	3	1	3	1	19	2	6.33	2.00	6.33	2.00	55.62	21.00	34.16%	9.52%	£1,993.92	£212.72
Stomach liver kidney & digestion	14	24	15	25	14	24	50	41	3.57	1.71	3.57	1.71	293.00	526.62	17.06%	7.79%	£5,299.45	£4,289.07
Stress Anxiety Depression (Personal)	6	12	10	17	6	12	84.5	167	14.08	13.92	14.08	13.92	156.80	305.48	53.89%	54.67%	£7,214.38	£25,037.73
Stress Anxiety Depression (Work)	1	1	1	1	1	1	6	6	6.00	6.00	6.00	6.00	21.00	22.00	28.57%	27.27%	£592.05	£592.05
Stress Anxiety Depression (Work and Personal)	3	5	5	6	3	5	59	55	19.67	11.00	19.67	11.00	102.00	121.03	57.84%	45.44%	£6,367.15	£6,897.92

Stress/depression & mental health	1	0	1		1	0	1		1.00	1.00		21.00		4.76%		£188.37		
Total	799	827	195	217	80	187	1129	1103	1.41	1.33	7.10	5.90	36855.24	38180.37	3.06%	2.89%	£111,350.78	£123,535.69

Absence Instances Current vs Previous Qtr

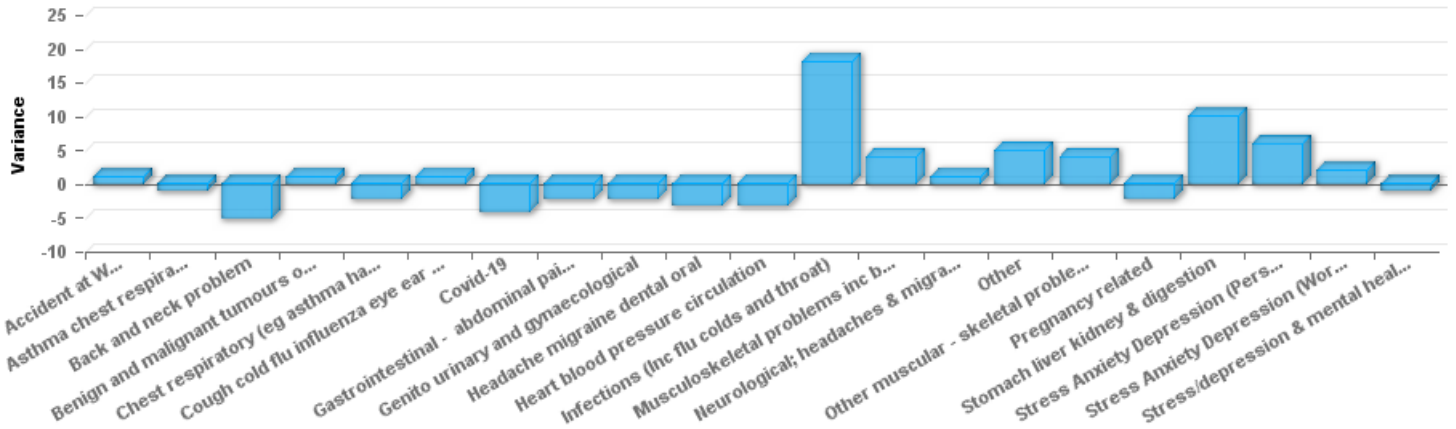
Reason	Absence Instances in Previous Qtr	Absence Instances in Current Qtr	Variance
Accident at Work	4	4	0
Asthma chest respiratory heart cardiac circulatory	2	2	0
Back and neck problem	13	5	-8
Benign and malignant tumours or cancers		1	1
Chest respiratory (eg asthma hayfever)	3	2	-1
Cold/Cough/Influenza			
Cough cold flu influenza eye ear nose and throat problems (including infec		1	1
Covid-19	19	17	-2
Eye ear nose & mouth/dental; sinusitis	6	6	0
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	5	3	-2
Genito urinary and gynaecological	3		-3
Genito-urinary; menstrual problems	1	1	0
Headache migraine dental oral	5	3	-2
Heart blood pressure circulation	7	1	-6
Infections (Inc flu colds and throat)	17	35	18
Musculoskeletal problems inc back and neck	12	22	10
Neurological; headaches & migraines	12	12	0
Other	29	33	4
Other muscular - skeletal problems	22	19	-3
Pregnancy related	3	1	-2
Stomach liver kidney & digestion	15	25	10
Stress Anxiety Depression (Personal)	10	17	7
Stress Anxiety Depression (Work)	1	1	0
Stress Anxiety Depression (Work and Personal)	5	6	1
Stress/depression & mental health	1		-1
	0	0	0
Total	195	217	22



Number of Employee Absence Current vs Previous Qtr

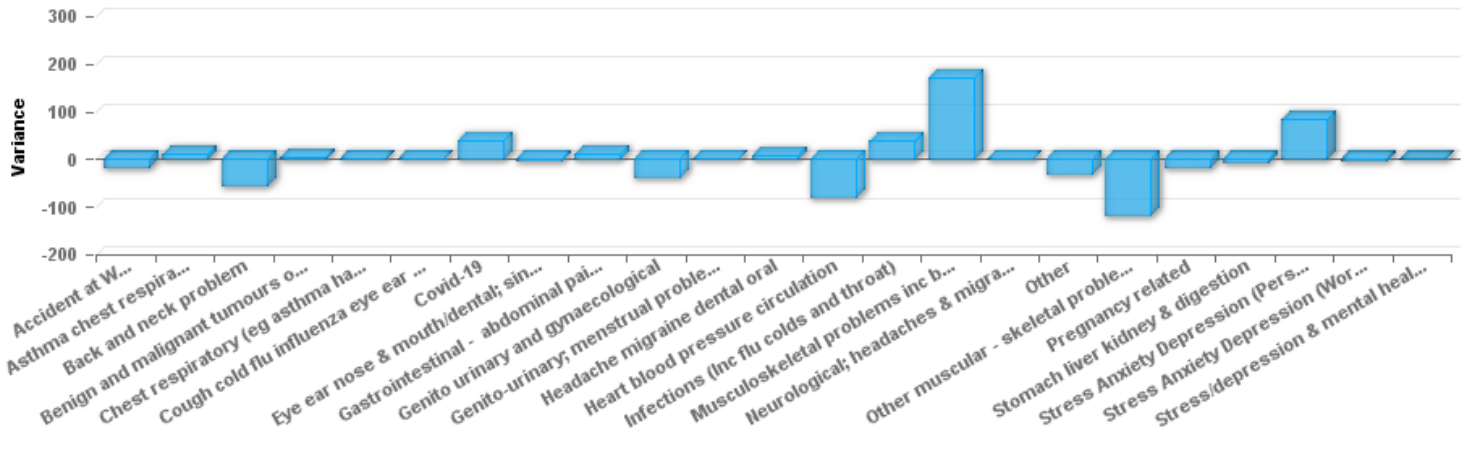
Reason	Emp Absence Count Previous Qtr	Emp Absence Count Current Qtr	Variance
Accident at Work	2	3	1
Asthma chest respiratory heart cardiac circulatory	2	1	-1
Back and neck problem	10	5	-5
Benign and malignant tumours or cancers	0	1	1
Chest respiratory (eg asthma hayfever)	3	1	-2
Cold/Cough/Influenza	0	0	0
Cough cold flu influenza eye ear nose and throat problems (including infection)	0	1	1
Covid-19	19	15	-4
Eye ear nose & mouth/dental; sinusitis	6	6	0
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	4	2	-2
Genito urinary and gynaecological	2	0	-2
Genito-urinary; menstrual problems	1	1	0
Headache migraine dental oral	5	2	-3
Heart blood pressure circulation	4	1	-3
Infections (Inc flu colds and throat)	17	35	18
Musculoskeletal problems inc back and neck	8	12	4
Neurological; headaches & migraines	11	12	1
Other	24	29	5
Other muscular - skeletal problems	13	17	4
Pregnancy related	3	1	-2
Stomach liver kidney & digestion	14	24	10
Stress Anxiety Depression (Personal)	6	12	6
Stress Anxiety Depression (Work)	1	1	0
Stress Anxiety Depression (Work and Personal)	3	5	2
Stress/depression & mental health	1	0	-1

Total	159	187	28
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Days Lost Current vs Previous Qtr

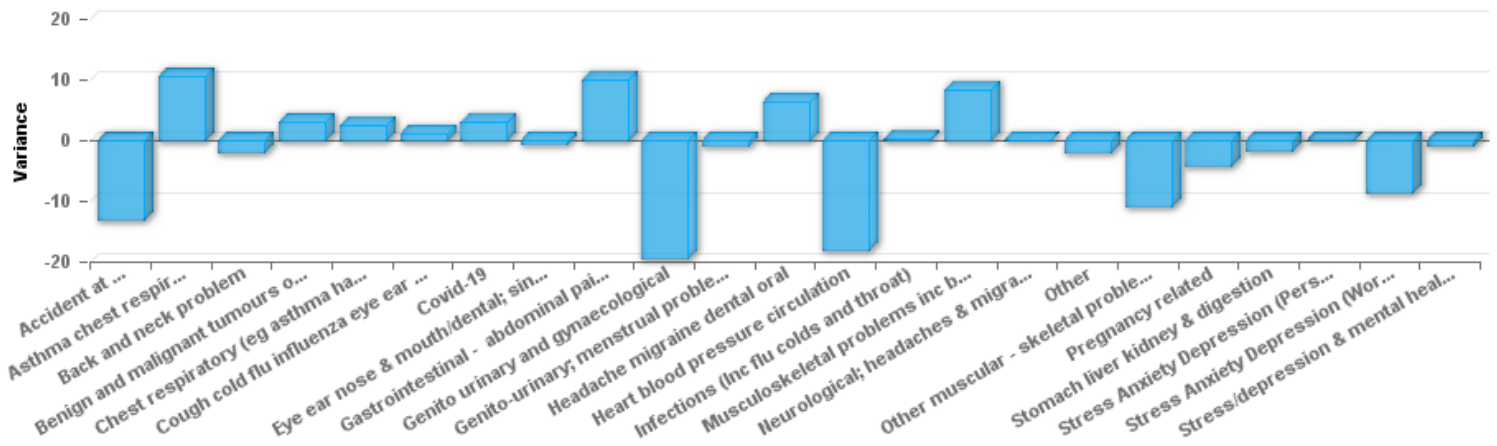
Reason	Days Lost Previous Qtr	Days Lost Current Qtr	Variance
Accident at Work	44	26	-18
Asthma chest respiratory heart cardiac circulatory	3	12	9
Back and neck problem	94	37	-57
Benign and malignant tumours or cancers		3	3
Chest respiratory (eg asthma hayfever)	5	4	-1
Cold/Cough/Influenza			
Cough cold flu influenza eye ear nose and throat problems (including infection)		1	1
Covid-19	24	61	37
Eye ear nose & mouth/dental; sinusitis	18	14.5	-3.5
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	19	29	10
Genito urinary and gynaecological	39		-39
Genito-urinary; menstrual problems	3	2	-1
Headache migraine dental oral	11	17	6
Heart blood pressure circulation	81	2	-79
Infections (Inc flu colds and throat)	33.5	70	36.5
Musculoskeletal problems inc back and neck	144.5	314	169.5
Neurological; headaches & migraines	16.5	16	-0.5
Other	143	110	-33
Other muscular - skeletal problems	231	113.5	-117.5
Pregnancy related	19	2	-17
Stomach liver kidney & digestion	50	41	-9
Stress Anxiety Depression (Personal)	84.5	167	82.5
Stress Anxiety Depression (Work)	6	6	0
Stress Anxiety Depression (Work and Personal)	59	55	-4
Stress/depression & mental health	1		-1
Total	1129	1103	-26



Average Days Lost All Employees Current vs Previous Qtr

Reason	Ave Days Lost Duration Previous Qtr	Ave Days Lost Duration Current Qtr	Variance
Accident at Work	22	8.666666667	-13.33333333
Asthma chest respiratory heart cardiac circulatory	1.5	12	10.5
Back and neck problem	9.4	7.4	-2
Benign and malignant tumours or cancers		3	3
Chest respiratory (eg asthma hayfever)	1.666666667	4	2.333333333
Cold/Cough/Influenza			
Cough cold flu influenza eye ear nose and throat problems (including infection)		1	1
Covid-19	1.263157895	4.066666667	2.80350877
Eye ear nose & mouth/dental; sinusitis	3	2.416666667	0.583333333
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	4.75	14.5	9.75
Genito urinary and gynaecological	19.5		-19.5
Genito-urinary; menstrual problems	3	2	-1
Headache migraine dental oral	2.2	8.5	6.3
Heart blood pressure circulation	20.25	2	-18.25
Infections (Inc flu colds and throat)	1.970588235	2	0.02941176
Musculoskeletal problems inc back and neck	18.0625	26.16666667	8.10416667
Neurological; headaches & migraines	1.5	1.333333333	0.166666667
Other	5.958333333	3.793103448	2.16522989
Other muscular - skeletal problems	17.76923077	6.676470588	11.0927602
Pregnancy related	6.333333333	2	4.333333333
Stomach liver kidney & digestion	3.571428571	1.708333333	1.86309524
Stress Anxiety Depression (Personal)	14.08333333	13.91666667	0.166666667
Stress Anxiety Depression (Work)	6	6	0
Stress Anxiety Depression (Work and Personal)	19.66666667	11	8.666666667

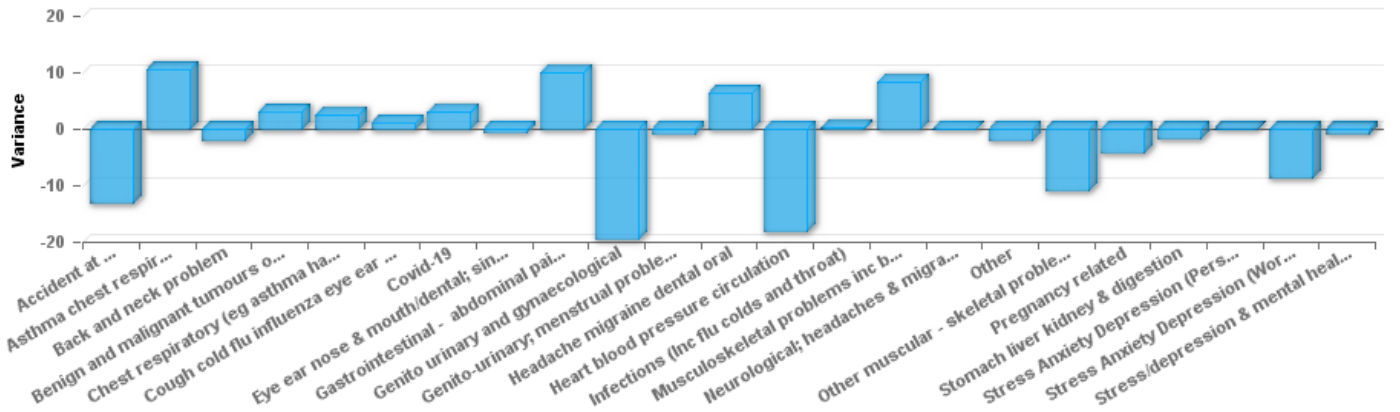
Stress/depression & mental health	1		-1
Total	1.41301627	1.333736397	0.07927987



Average Days Lost Duration Current vs Previous Qtr

Reason	Ave Days Lost Duration Previous Qtr	Ave Days Lost Duration Current Qtr	Variance
Accident at Work	22	8.666666667	-13.33333333
Asthma chest respiratory heart cardiac circulatory	1.5	12	10.5
Back and neck problem	9.4	7.4	-2
Benign and malignant tumours or cancers		3	3
Chest respiratory (eg asthma hayfever)	1.666666667	4	2.333333333
Cold/Cough/Influenza			
Cough cold flu influenza eye ear nose and throat problems (including infec		1	1
Covid-19	1.263157895	4.066666667	2.80350877
Eye ear nose & mouth/dental; sinusitis	3	2.416666667	0.583333333
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	4.75	14.5	9.75
Genito urinary and gynaecological	19.5		-19.5
Genito-urinary; menstrual problems	3	2	-1
Headache migraine dental oral	2.2	8.5	6.3
Heart blood pressure circulation	20.25	2	-18.25
Infections (Inc flu colds and throat)	1.970588235	2	0.02941176
Musculoskeletal problems inc back and neck	18.0625	26.16666667	8.10416667
Neurological; headaches & migraines	1.5	1.333333333	0.166666667
Other	5.958333333	3.793103448	2.16522989
Other muscular - skeletal problems	17.76923077	6.676470588	11.0927602
Pregnancy related	6.333333333	2	4.333333333
Stomach liver kidney & digestion	3.571428571	1.708333333	1.86309524
Stress Anxiety Depression (Personal)	14.08333333	13.91666667	0.166666667
Stress Anxiety Depression (Work)	6	6	0
Stress Anxiety Depression (Work and Personal)	19.66666667	11	8.666666667

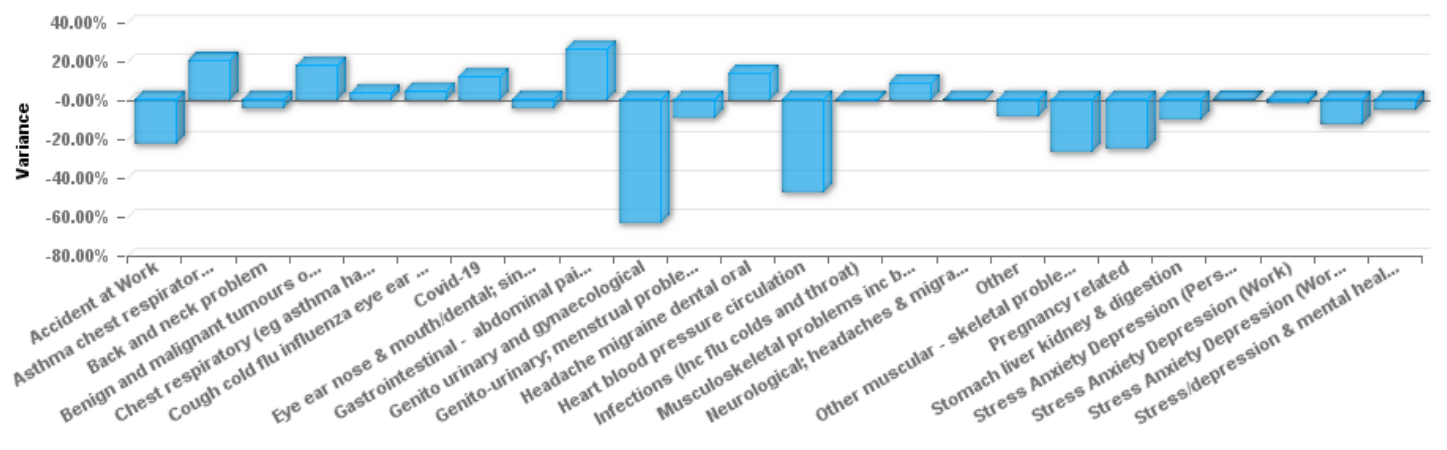
Stress/depression & mental health	1		-1
Total	7.100628931	5.898395722	1.20223321



% Availability Lost Current vs Previous Qtr

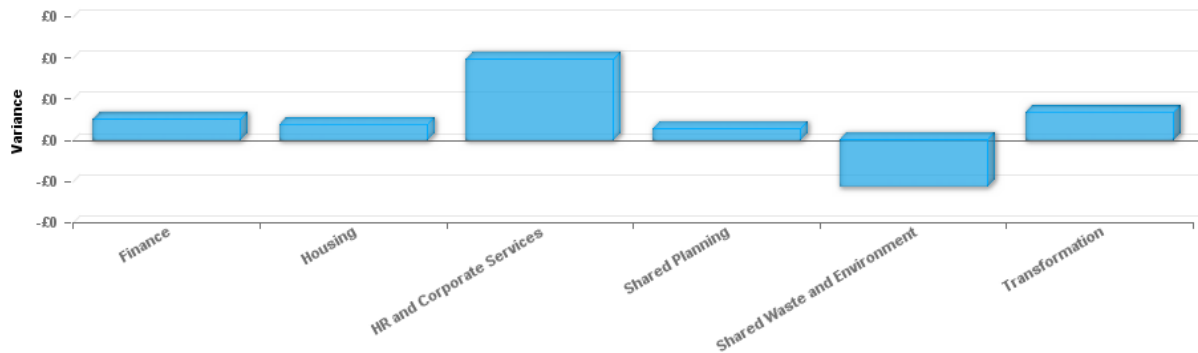
Reason	% Days Lost of Availability Previous Qtr	% Days Lost of Availability Current Qtr	Variance
Accident at Work	53.01%	30.59%	-22.42%
Asthma chest respiratory heart cardiac circulatory	7.14%	27.91%	20.76%
Back and neck problem	38.06%	34.26%	-3.80%
Benign and malignant tumours or cancers		17.62%	17.62%
Chest respiratory (eg asthma hayfever)	8.06%	11.47%	3.41%
Cold/Cough/Influenza			
Cough cold flu influenza eye ear nose and throat problems (including infec		4.55%	4.55%
Covid-19	6.50%	18.29%	11.78%
Eye ear nose & mouth/dental; sinusitis	14.75%	11.24%	-3.51%
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	19.87%	46.03%	26.16%
Genito urinary and gynaecological	62.90%		-62.90%
Genito-urinary; menstrual problems	24.03%	15.29%	-8.74%
Headache migraine dental oral	12.78%	26.56%	13.79%
Heart blood pressure circulation	56.25%	9.09%	-47.16%
Infections (Inc flu colds and throat)	10.28%	9.92%	-0.36%
Musculoskeletal problems inc back and neck	58.03%	67.09%	9.06%
Neurological; headaches & migraines	6.87%	7.05%	0.18%
Other	25.35%	17.27%	-8.09%
Other muscular - skeletal problems	54.87%	28.34%	-26.53%
Pregnancy related	34.16%	9.52%	-24.64%
Stomach liver kidney & digestion	17.06%	7.79%	-9.28%
Stress Anxiety Depression (Personal)	53.89%	54.67%	0.78%
Stress Anxiety Depression (Work)	28.57%	27.27%	-1.30%
Stress Anxiety Depression (Work and Personal)	57.84%	45.44%	-12.40%
Stress/depression & mental health	4.76%		-4.76%

Total	3.06%	2.89%	-0.17%
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Days Lost Working Cost Current vs Previous Qtr

Org Structure	Days Lost Working Cost Previous Qtr	Days Lost Working Cost Current Qtr	Variance
Executive			
Finance	£6,732.79	£13,954.13	£7,221.33
Housing	£22,120.00	£27,731.16	£5,611.15
HR and Corporate Services	£932.91	£14,208.78	£13,275.87
Shared Planning	£7,010.21	£11,571.14	£4,560.93
Shared Waste and Environment	£69,873.21	£45,054.63	£24,818.58
Transformation	£4,681.65	£11,015.86	£6,334.21
Total	£111,350.78	£123,535.69	£12,184.91



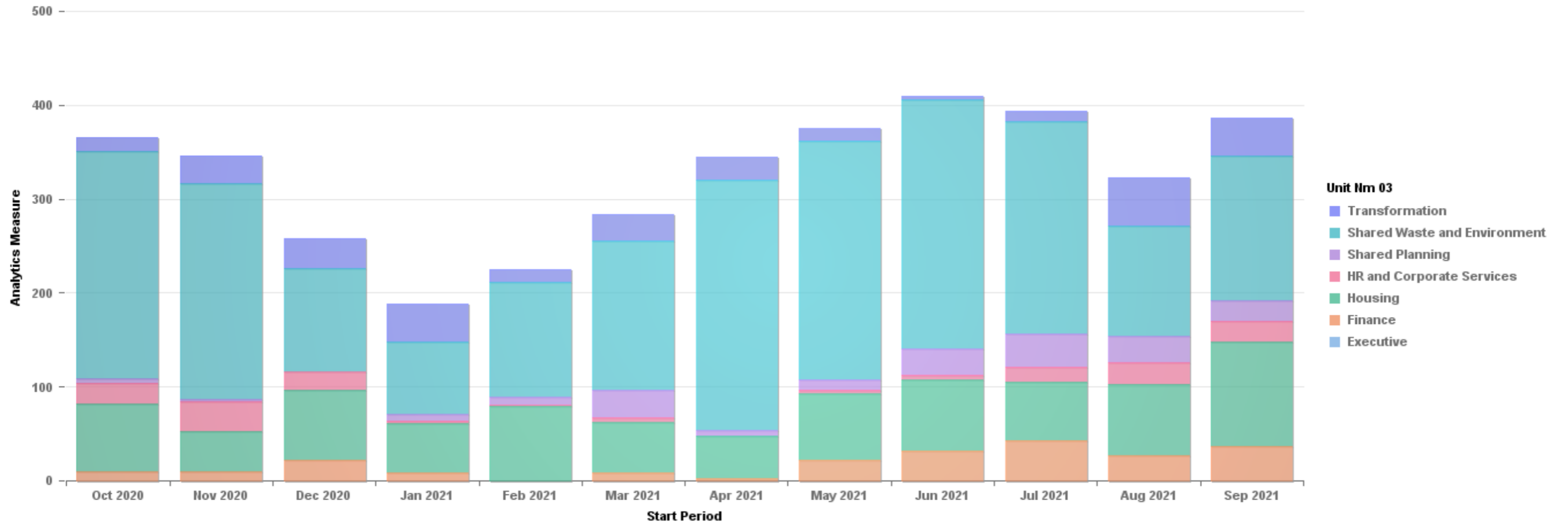
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Absence Analytics Q2 2021-2022



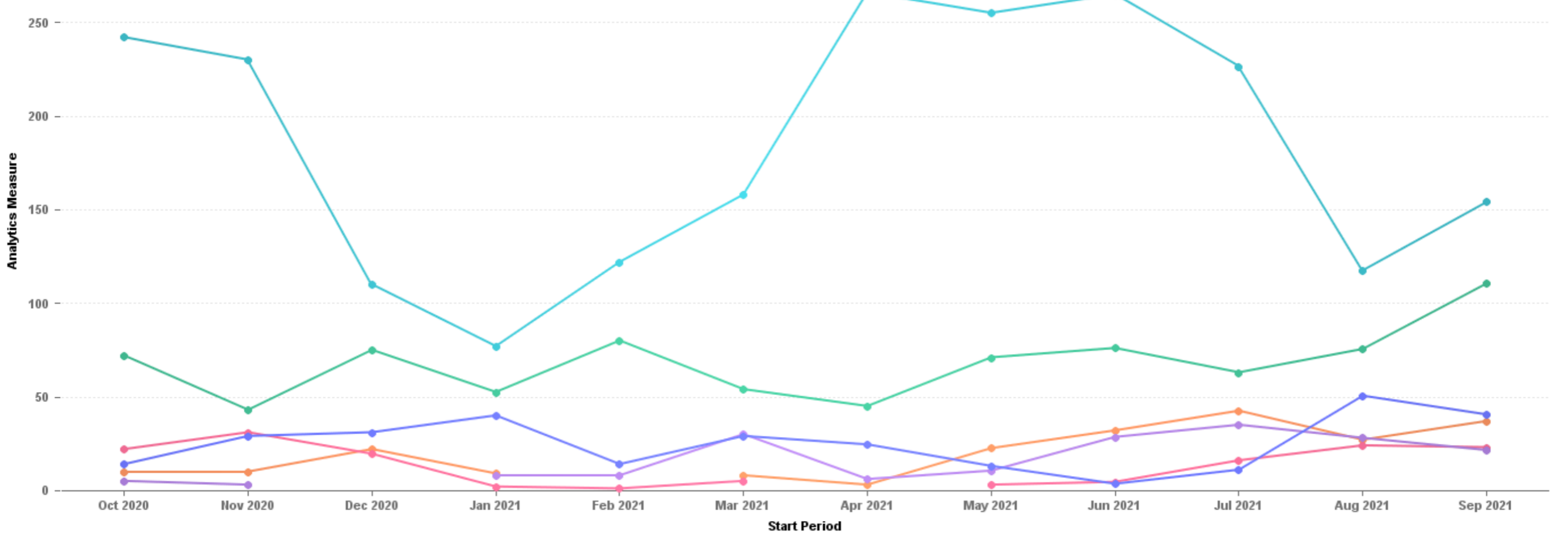
Absence Analytics Trending by Structure - Days Lost

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Total
Executive													
Finance	10	10	22	9		8	3	22.5	32	42.5	27	37	223
Housing	72	43	75	52.5	80	54	45	71	76	63	75.5	110.5	817.5
HR and Corporate Services	22	31	19.5	2	1	5		3	4.5	16	24	23	151
Shared Planning	5	3		8	8	30	6	10.5	28.5	35	28	21.5	183.5
Shared Waste and Environment	242	230	110	77	122	158	266	255	265	226.5	117.5	154	2223
Transformation	14	29	31	40	14	29	24.5	13	3.5	11	50.5	40.5	300
Total	365	346	257.5	188.5	225	284	344.5	375	409.5	394	322.5	386.5	



12 month trend





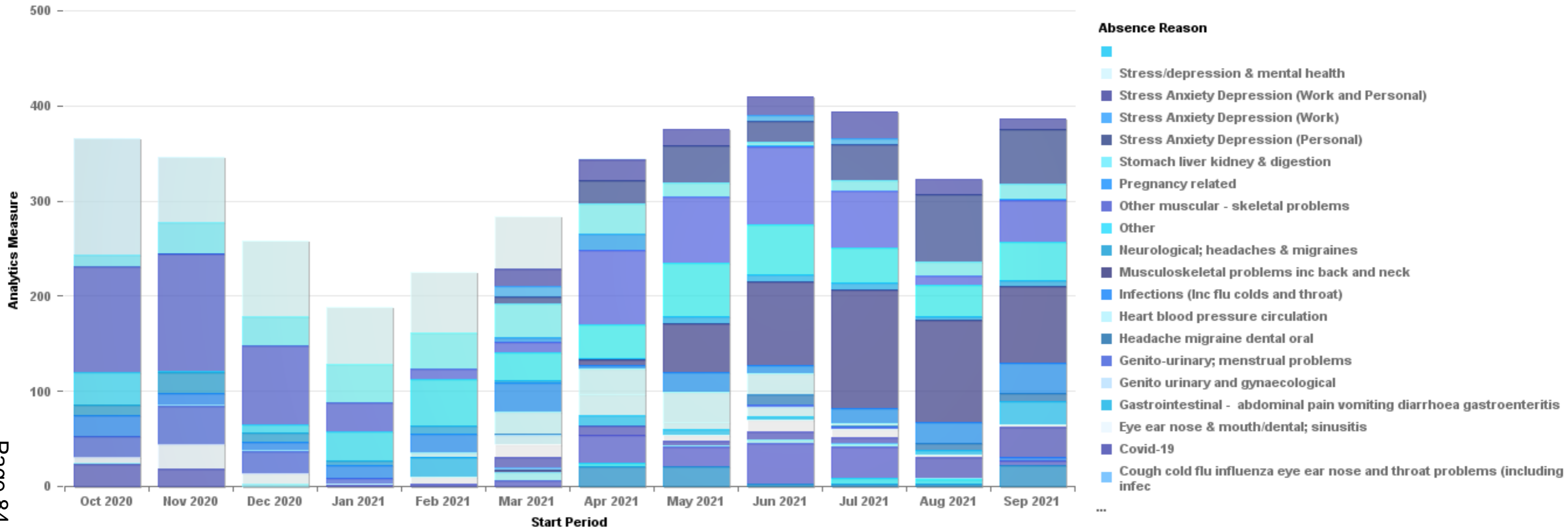
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Absence Analytics Q2 2021-2022



Absence Analytics Trending by Reason - Days Lost

	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Total
Accident at Work							21	21	2	2	2	22	70
Asthma chest respiratory heart cardiac circulatory							3			7	5		15
Back and neck problem	23	18		1	2	6	30	21	43	32		5	181
Benign and malignant tumours or cancers												3	3
Chest respiratory (eg asthma hayfever)	2		3				9		1	4	3	1	23
Cold/Cough/Influenza							2						2
Cough cold flu influenza eye ear nose and throat problems (including infec							2			1			3
Covid-19						11	10	5	9	6	23	32	96
Eye ear nose & mouth/dental; sinusitis	6	26	11	1	8	14		6	12	9	2.5	3	98.5
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis				1	20		10	6	3		4.5	24.5	69
Genito urinary and gynaecological						10	22	7	10				49
Genito-urinary; menstrual problems	21	40	23	6	1				3	2			96
Headache migraine dental oral						1			11	2	7	8	29
Heart blood pressure circulation		1	0.5		5	23	27	32	22	2			112.5
Infections (Inc flu colds and throat)	23	13	9	13	19	31	4	21	8.5	16	22	32	211.5
Musculoskeletal problems inc back and neck							6	51	87.5	125	108	81	458.5
Neurological; headaches & migraines	11	22	10	5.5	8	2	1.5	7	8	7	3.5	5.5	91
Other	34	1	8	30	50	30	35	56.5	51.5	36.5	33	40.5	406
Other muscular - skeletal problems	111	123	83	30	11	11	79	70	82	60	9.5	44	713.5
Pregnancy related		1				4	17		2			2	26
Stomach liver kidney & digestion	12	32	31	41	37	36	32	15	3	11.5	14.5	15	280
Stress Anxiety Depression (Personal)							7	24	38.5	22	38	71	258.5
Stress Anxiety Depression (Work)							11			6	6		23
Stress Anxiety Depression (Work and Personal)							19	22	17	20	28	16	133
Stress/depression & mental health	122	69	79	60	64	55	1						450
Total	365	346	257.5	188.5	225	284	344.5	375	409.5	394	322.5	386.5	3898



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Trend information for BVPI 12 – day’s sickness per FTE (2021/22)

Quarter	Q1	Q2	Q3	Q4
BVPI 12 figure	2.03	1.82		
Cumulative				
BVPI 12 figure last year	1.27	2.02	2.2	1.04

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	6.53	
FTE at year end	388.87	493.85	517.29	553.34	602.13	

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