

REPORT TO: Finance & Staffing Portfolio Holder

20 June 2017

LEAD OFFICER: Head of People and Organisational Development

Retention and Turnover Report: Q4 - 1 January 2017 – 31 March 2017

Purpose

1. This report provides an analysis of the turnover of staff between 1st January and 31st March 2017. The reason for this report and the regular reporting on an organisation's turnover is to highlight trends, inform recruitment decisions and enable SCDC to develop a resource strategy and/or to drive change in a team or area of the business and to ensure the achievement of the organisation's goals.
2. This is not a key decision because it is for information only.

Recommendations

3. It is recommended that:
 - a) The Portfolio Holder notes the report,
 - b) Note the improvement in the number of exit interviews completed

Reasons for Recommendations

4. This information report forms part of the Portfolio Holder's framework for monitoring the Council's staffing resource.

Background

5. The Performance Indicator (PI) value for Quarter 4 (the period from 1st January to 31st March 2017) is 2.5% (based on an establishment figure of 479.76 (FTE) at 1st January 2017). The annual PI value (for 1st April 2016 to 31st March 2017) is 12.77% against an annual target for voluntary leavers* of 10%.

* 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). With effect from October 2011 the Default Retirement Age of 65 no longer exists, and therefore employees cannot be required to retire on a compulsory basis at age 65.

6. The rate of all leavers (taking into account both voluntary and involuntary leavers) is 2.92% for Q4. (Including redundancies and end of fixed term contracts.)
7. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. Exit Interviews were made compulsory for all leavers from November 2011 (unless inappropriate). For those leaving in the period 1 January to 31 March 2017 the HR team received **10** exit interview forms.
8. Of the 12 voluntary leavers, 9 have completed and returned Exit Interview Forms (75%). This is a huge improvement upon last quarter at which point only 33% were

completed. In addition to this 1 exit interview was completed for an involuntary leaver also.

9. The breakdown of reasons for leaving can be found at Appendix 1. Whilst there was an increase the number of leavers compared to last quarter there was a rise in the numbers of staff completing exit interviews, this is an opportunity to gain valuable feedback from staff leaving the organisation.

Considerations

10. Appendix A is compiled from information contained in Leavers' Forms sent by Managers to HR/Payroll.
11. The following information was gathered from the exit Interviews during which employees raised issues pertaining to and, any action taken by the manager/HR. The Exit Interview form has been revised to capture more information on staff feedback and manager actions to be taken.

Listen to Staff more – HR are currently running a staff engagement survey. This will provide a platform for staff to share any issues, concerns or indeed positives. Upon collating the relevant data, this will be analysed and relevant actions will be discussed to combat or minimise any issue, where possible, at very least staff will be heard.

Recognition – HR have recently introduced “thank you cards” whereby any member of staff can collect a card from numerous points around the building and share their gratitude with their colleagues. Initiatives like this are welcome additions to a robust PDR process.

Increase/improve Communication – The intranet is a widely used form of communication, this is currently being reviewed and improved all round. A new intranet is due to be launched following input from the individual teams to ensure a useful, relevant and user friendly communication tool is provided.

IT Infrastructure – This ongoing issue is currently being handled by a project team. We have encouraged the work force to communicate issues effectively to ensure the IT Team are aware of the scale of problem and provided feedback from our own experiences also.

Involuntary leavers on occasion do not wish to complete Exit interviews, or it is not appropriate for the interview to take place such as in dismissal cases

12. A section has been added to the exit interview form for managers to feedback on any actions taken as a result of the feedback and also to comment on any feedback where the views of the manager may not be the same as the individuals. We hope that this will improve the quality of information in the future.

Recruitment

13. The number of staff joining the Council on a permanent or fixed term contract in the same quarter was 24.
14. The number of staff transferring roles within the Council was 14.
15. The total number of staff who started new roles within the Council was 38.

16. There were 10 external candidates who were working with as an agency temporary worker and started permanent contracts within this quarter.
17. 8 members of staff were acting up in the period
18. 20 members of staff were on secondment
19. 16 members of staff are in receipt of a market supplement.
20. A number of Variations to Contracts were approved to support a flexible working approach to reduce hours and improve work/life balance.
21. Corporate Training was carried out this quarter in the following areas:
 - Staff Development Group (ongoing during the year), 14 people attended
 - Alumni Refresh Programme (for previous SDG members - ongoing during the year), 11 people attended
 - Mental Health 1st Aid, 38 people attended
 - Project Management, 10 people attended
 - Resilience for Managers, 12 people attended
 - ILM Coaching Course, 7 people attended
 - Practical Coaching Skills, 10 people attended
22. There were no work experience students within this period.
23. There were 29 roles advertised, 14 in January, 6 in February and the remaining 9 in March.
24. 24 roles were appointed to, giving a vacancy fill rate of 82.76%.
25. There were 5 roles that needed to be re-advertised; this was because there were no suitable candidates for these particular posts.

The recruitment coordinator has been busy this quarter with jobs from across the Council and preparing for future recruitment / advertising in the next quarter. The recruitment to some roles continues to be a challenge in some professional occupational areas such as planning staff, LGV drivers, HR, environmental health and Finance. This is due to a national shortage and high demand.

Following the introduction of the new rules on IR35, there has been an increase in the number staff on the Councils payroll. In the past, roles like Sports Coaches and Play Leaders would be recruited differently. Now applicants are placed on to casual contracts and pay-rolled through the Council. This has significantly increased the administration surrounding the recruitment process.

Conclusion

26. The turnover rate whilst slightly above target is in an acceptable parameter, it is healthy for an organisation to have a number of leavers which creates opportunities for new ideas and skills to be brought in, staff levels and roles to be reviewed and progression opportunities within the organisation.
27. The number of staff who have internally transferred roles and are acting up or on secondments within the Council is positive and shows that staff are keen to develop their skills and remain at the Council.
28. The Council has demonstrated it looks for new avenues to continue to recruit the best talent available by looking at alternative digital recruitment solutions and seeking to look at recruiting Apprentices
29. The Council continues to seek feedback into the all aspects of the employee life cycle to make improvements to continue to support the retention of talent.
30. The Council where appropriate offers support to staff in the way of flexible working policies and Occupational Health support to help staff who wish to remain working at SCDC.

Options

31. The Portfolio Holder may either note the report as presented, or note it with the addition of appropriate comments.

Implications

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

Financial

33. There are financial implications in terms of the costs of advertising and recruitment of replacement staff. There may also be financial implications for temporary covering of work if standards of service are to be maintained.

Staffing

34. A certain level of turnover is healthy for an organisation. There will always be a natural number of leavers and this creates opportunities for reviewing job purpose and the skills and attributes that the organisation needs for the future.

Risk Management

35. The risks are low level. However recent changes to the Government Pension Scheme and caps on Public Sector exit payments mean we will need to be mindful when dealing with succession planning and change management. Change which may result in an exit from the organisation needs planning and HR involvement, as employees may be significantly impacted by these changes. HR will seek to minimise the risk to the employee and the organisation.

Equality and Diversity

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

Consultation responses (including from the Youth Council)

37. Consultation was not deemed appropriate in this case.

Effect on Strategic Aims

Aim 1 - Commitment to being a listening council, providing first class services accessible to all.

38. Having the right employees in place is key to delivering high quality services

Background Papers

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

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

None

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39. **Appendix A**

Table for Quarters 1 to 4 2016-17 (1st April 2016 to 31st March 2017)

Reason for leaving	Quarter 1 (01.04.16 – 30.06.16)	Quarter 2 (01.07.16 – 30.09.16)	Quarter 3 (01.10.16 – 31.12.16)	Quarter 4 (01.01.17 – 31.03.17)
Voluntary leavers				
Change of area		1		
Move within public sector			1	
Move to private sector	1			
Improvement in salary		1		
Career progression		4		
Career break				
Voluntary leaver – no reason specified	4	4	5	10
Resignation with early access to Pension (Pre 65, but post 60)	1	1		1
Resignation with access to Pension (Post 65)	4	2	3	1
Flexible Access to Pension (left w. pension access, but returned on reduced hours/post)				
Other – personal reasons		8		
Total Voluntary Leavers	10	21	9	12
Involuntary leavers				
Redundancy	1	1		
Dismissal due to ill health/capability				
Dismissal due to conduct			1	1
End of fixed term contract	2		1	1
Ill Health Retirement				
Probation period failure				
TUPE transfer				
Death in service	1	0		
Total Involuntary	4	1	2	2
Grand Total	11	22	11	14

Table showing reasons for leaving (Previous 5 years)

Reason for leaving	Apr 11 – Mar 12	Apr 12 – Mar 13	Apr 13 – Mar 14	Apr 14 – Mar 15	Apr 15 – Mar 16	Apr 16 – Mar 17
Voluntary leavers						
Change of area	1		1	1	2	
Move within public sector	8	5	7	3	8	1
Move to private sector	6	3	10	6	6	1
Improvement in salary				1	1	
Career		2			1	
Career break					1	
Voluntary leaver – no reason specified	13	8	21	15	10	38
Resignation to retire pre 65	4	n/a	n/a			
Women retiring post 60 but pre 65		n/a	n/a			
Retirement pre 60 with Council agreement		n/a	n/a			
Other – personal reasons					3	
Resignation with early access to pension (pre 65 but over 60)	1	2	5	2	1	1
Resignation with access to pension (over 65)		2	5	7	6	6
Flexible access to pension (left w. pension, returned P/T)	1	2	4			1
Total Voluntary Leavers	34	24	53	35	46	48
Voluntary leavers but not included in PI		n/a	n/a			
Retirement at 65 or post 65 (change in legislation Dec 2006)	4	n/a	n/a			
Flexible retirement – (left w. pension, returned P/T)		n/a	n/a			
Total Voluntary but not included in PI	4	0	0	0		
Involuntary leavers						
Redundancy	1	15	8	10		2
Dismissal due to ill health	3	2	1	1	3	
Dismissal due to conduct	1	1	3	4		2
End of fixed term contract	2	7	2	3	1	4
Ill health retirement	1			1		
Probation period failure						
TUPE transfer	6	15	1	2	22	
Death in service	1	1				3
Total Involuntary	15	41	15	21	26	11
Grand Total	54	65	68	56	72	59