

REPORT TO: Portfolio holder
LEAD OFFICER: Susan Gardner-Craig

1 November 2017

RETENTION AND TURNOVER REPORT: Q2 - 1 July 2017 – 30 September 2017

Purpose

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

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 2 (the period from 1st July to 30th September 2017) is 2.95% (based on an establishment figure of 474.25 (FTE) at 1st July 2017). The annual PI value (for 1st July 2016 to 30th September 2017) is 2.95 % 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 3.16% for Q2. (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 July to 30 September 2017 the HR team received **6** exit interview forms.
8. Of the 14 voluntary leavers, 6 have completed and returned Exit Interview Forms (42%).

9. The breakdown of reasons for leaving can be found at Appendix 1. Whilst there was a slight decrease in the number of leavers compared to last quarter there was a reduction the numbers of staff completing exit interviews, this is an opportunity to gain valuable feedback from staff leaving the organisation and helps to identify trends and areas of concern on which the council can make improvements. Managers are expected to carry out exit interviews and completion will be encouraged by HR. .

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.

Specific line management issues which have been addressed individually

Level of workload and resilience in teams – work is programmed to get a better understanding of where this can be improved within the wider organisation. The specific area issues are part of a wider restructure that is already being addressed

IT Infrastructure and support for remote workers – 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, a number of drop in clinics have been held to address individual issues

Links through the organisation and communication and ICT between teams – the organisation continues to encourage cross team working through project groups and sharing information through the communications team and touch down briefings

Salary below average – HR benchmarks salary's periodically by types of role and area location, we are also mindful of wider budgetary restrictions with the public sector

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 quarter was 22.
14. The number of staff transferring roles within the Council was 8.
15. The total number of staff who started new roles within the Council was 30.
16. There were 12 external candidates who were working with as an agency temporary workers and started permanent contracts within this quarter.

17. 11 members of staff were acting up in the period
18. 14 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), 18 people attended
 - Alumni Refresh Programme (for previous SDG members - ongoing during the year), 11 people attended
 - Being an effective project sponsor – 9 attended
 - Confidence Building – 11 attended
 - Looking after yourself during change – 7 attended

22. There were no work experience students within this period.
23. There was 1 apprenticeship vacancy advertised during this quarter and we are speaking with recruiting managers about opportunities for new posts or opportunities within their team to start an apprenticeship during 2017-18
24. There were 25 roles advertised, 8 in July, 12 in August and the remaining 5 in September.
25. 19 roles were appointed to, giving a vacancy fill rate of 76%.
26. There were 3 roles that needed to be re-advertised; this was because there were no suitable candidates for these particular posts. We are also recruiting for various grade 2 and 3 roles within the Single Shared Waste Service with a rolling job advert
27. The Recruitment Coordinator has been busy this quarter with jobs from across the Council and preparing for future recruitment / advertising in the next quarter. We have started to work with the Planning Department at the City Council and are working together to recruit for the new Shared Service.

Conclusion

28. 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.
29. 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, further analysis and review of information recorded as part of the performance review cycle will enable us to enhance and improve on this.

30. 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
31. 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.
32. 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

33. That the portfolio holder either notes the report as presented, or note it with the addition of appropriate comments.

Implications

34. 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

35. 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

36. 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

37. 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

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

Consultation responses (including from the Youth Council)

39. Consultation was not deemed appropriate in this case.

Effect on Strategic Aims

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