

REPORT TO: Finance and Staffing Portfolio Holder 31 January 2018
LEAD OFFICER: Susan Gardner-Craig

RETENTION AND TURNOVER REPORT: Q3 - 1 October 2017 – 31 December 2017

Purpose

1. This report provides an analysis of the turnover of staff between 1 October and 31 December 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) Portfolio Holder note the report

Reasons for Recommendations

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

Background

5. The Performance Indicator (PI) value for Quarter 3 (the period from 1 October to 31 December 2017) is 2.30% (based on an establishment figure of 477.55 (FTE) at 1 October 2017. The annual PI value (for 1 April 2017 to 31 December 2017) is 8.16% 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 3.14% for Q3. (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 October to 31 December 2017 the HR team received 5 exit interview forms.
8. Of the 11 voluntary leavers, 4 have completed and returned Exit Interview Forms (36.4%).

9. The breakdown of reasons for leaving can be found at Appendix 1. There was a decrease in the number of voluntary leavers compared to last quarter but a increase in the number of involuntary leavers. There was a reduction in 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 1 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.

Communication

Touchdown is held on a fortnightly basis and managers should cascade information down to their teams through team meetings.

The organisation continues to encourage cross team working through project groups and sharing information through the communications team and Touchdown briefings

Insite is currently being refreshed which should make it easier for staff to find out information.

Opportunities for learning and development

The Council supports learning and development opportunities for staff in terms of corporate training, professional development and secondments.

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

The number of staff joining the Council on a permanent or fixed term contract in the same quarter was 31.

11 members of staff changed positions internally.

Total number of staff who started new roles within the council was 42.

There were 10 external candidates who were working as an agency temporary workers and started permanent contracts within this quarter.

5 members of staff were acting up in the period
14 members of staff were on secondment
17 members of staff are in receipt of a market supplement.

There were no apprenticeship vacancies advertised during this quarter. However we are speaking with recruiting managers about opportunities for new posts or opportunities within their team to start an apprenticeship during 2017-18. We will be advertising a minimum of 3 apprenticeship vacancies within the next quarter.

There were no work experience students within this period.

There were 28 roles advertised in this period. 9 advertised in October, 9 in November and 10 in December.

22 roles were appointed to, giving a vacancy fill rate of 78.57%

There were 3 roles that will need to be re-advertised; this was because there were no suitable candidates for these particular posts. There are 3 roles which are currently at interview stage.

The Recruitment Coordinator has been busy this quarter with jobs from across the Council including a large recruitment drive within the Planning department. She is now preparing for future recruitment / advertising in the next quarter.

13. Corporate Training was carried out this quarter in the following areas:

- Staff Development Group (ongoing during the year)
- Alumni Refresh Programme (for previous SDG members - ongoing during the year)
- Confidence Building
- Looking after yourself during change
- Managing Stress and Pressure

Conclusion

14. 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.
15. 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.
16. 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

17. 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.
18. 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

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

Implications

20. 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

21. 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

22. 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

23. 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

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

Consultation responses (including from the Youth Council)

25. 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.

26. 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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