



**REPORT TO:** Employment & Staffing Committee  
**LEAD OFFICER:** Susan Gardner-Craig

14 March 2019

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## **RETENTION AND TURNOVER REPORT: Q3 1 October 2018 – 31 December 2019**

### **Purpose**

1. This report provides an analysis of the turnover of staff between 1<sup>st</sup> October 2018 – 31<sup>st</sup> December 2018. 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) CMT note the report and actions taken following exit interviews.

### **Reasons for Recommendations**

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

### **Background**

5. The Performance Indicator (PI) value for Quarter 3 (1<sup>st</sup> October – 31<sup>st</sup> December 2018) is **0.72%** (based on a headcount figure of 559 at 1<sup>st</sup> October 2018). The quarterly target for voluntary leavers\* is 3.25%<sup>1</sup>.
6. The rate of all leavers (taking into account both voluntary and involuntary leavers) is 1.61% 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 are compulsory for all leavers (unless inappropriate – for example in the case of dismissal due to disciplinary or capability issues). For those leaving in the period 1 October – 31 December 2018 the HR team received 4 exit interview forms (75% - out of the 4 voluntary leavers as 1 exit interview received from an involuntary leaver).

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<sup>1</sup> 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).

8. The breakdown of reasons for leaving can be found at Appendix 1.
9. There was a substantial decrease in the number of voluntary leavers compared to last quarter and a decrease in the number of involuntary leavers.
10. In Q2, the number of exit interviews received was 14 leavers (63.64%). In Q3 four exit interviews were received but at a receipt rate of 75%, so again a positive increase. This has enabled us to gain more feedback to establish why staff have chosen to leave the organisation. In addition, exit interviews help to identify trends and areas of concern on which the Council can make improvements. Managers are expected to carry out exit interviews and completion will be encouraged by HR. The employee can request to have their exit interview with a member of the HR team.

### Considerations

11. Appendix A is compiled from information contained in Leavers' Forms sent by Managers to HR/Payroll.
12. 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.

Issue raised	Action taken by manager/HR
Cultural issues raised in relation to Shared Service Planning and internal communication.	This has been shared with the Shared Planning Project Manager and Lead HR Officer for any future communication. Manager aware of departmental issues raised and noted feedback.
Office environment could be improved at the Guildhall.	Feedback was provided to the facilities team at the Guildhall and the Guildhall facilities management team are investigating the office environment where the individual was based.
Issues raised with working relationship communication	Feedback given to managers (where able – i.e. where the employee has consented). There was no action taken on this within the department as the issue was looked into and no issue was identified that required further action.
Suggestion to change training practise as overwhelming for a new starter	Feedback noted by manager. The training timetable changed for this new starter was due staffing levels and requiring urgent upskilling in the team due to operational demand. The local training would normally be spread out over a longer period of time. This has been noted for future reference and should not happen again.
Workload too high/staff numbers low	There is on-going recruitment for vacancies in the team but these are not believed to be hard to fill vacancies. Also a change to work pattern to decrease workloads.
Recruitment process is too long and	There have been changes to the

unfair	recruitment application process, including introduction of application by CV's. With respect to the recruitment process being unfair this was investigated and found no basis.
Issues with using the flexible working scheme	Employees are encouraged not to overwork, or to use build up flexi. It is the employees' responsibility to ensure they are not working too much, or are using their flexi-time. HR has spoken with the manager of the individual to highlight their managerial responsibility to ensure staff are not working excessive long hours.
Request for one HR officer to be involved in a case	Feedback noted and shared with HR team. It is the general practise to assign one HR Officer to a case unless due to operational reasons it needs to be handed over to a colleague who is then also briefed on a case.

13. A section is included on the exit interview form for managers to provide detail on any actions they have taken as a result of the employee's feedback. The manager can also add comments in cases where the views of the manager may not be the same as the individual's.

### **Recruitment**

14. The number of staff joining the Council on a permanent or fixed term contract in the same quarter was 10.
15. 6 members of staff changed positions internally.
16. Total number of staff who started new roles within the Council was 16.
17. There were 2 external candidates who were working as agency temporary workers and started permanent contracts within this quarter.
18. 13 members of staff were acting up in the period.  
16 members of staff were on secondment  
28 members of staff are in receipt of a market supplement.
19. 0 apprentices started within this quarter however we have been advertising 4 apprentice opportunities and we are still speaking with recruiting managers about opportunities for new posts or opportunities within their team to start an apprenticeship. We will be advertising a minimum of 5 apprenticeship vacancies within the next quarter.
20. There were 0 work experience students within this period.
21. There were 37 roles advertised in this period. 9 advertised in October, 8 in November and 21 in December.
22. 16 roles were appointed to, giving a vacancy fill rate of 43.24%

23. There were 12 roles that will need to be re-advertised; this was because there were no suitable candidates for these particular posts. There are 9 roles which are currently at shortlisting or interview stage.
24. The Recruitment Coordinator and HR apprentice have been busy this quarter. However forecast a high volume of recruitment at start of 2019. They are now preparing for future recruitment / advertising in the next quarter and looking at new ways of working with the managers to ensure a smooth and successful process.
25. The recruitment process has been updated in light of some recent staff engagement sessions to allow for an easier application process by way of uploading a CV. This is to encourage more candidates to apply by using the standard practise in the recruiting market.
26. The Council has also introduced golden hellos and an employee referral scheme to improve both the quality and number of candidate applications.
27. Corporate Training was carried out this quarter in the following areas:
  - Customer care and complaints handling
  - Managing remote and flexible workforces
  - Working in a remote and flexible workforce
  - Developing Political Awareness and Sensitivity for Officers

## **Conclusion**

1. The turnover rate is under the target and a decrease on Q2. When looking at the reasons given, a one voluntary leaver has moved to the private sector. Career progression and improvement in salary were sited as secondary reasons for leaving by this voluntary leaver. The remaining voluntary reasons for leavings included retirement, move to a new job in the public sector and one unknown.
2. 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.
3. The Council has demonstrated it looks for new avenues to continue to recruit the best talent available by looking at alternative digital recruitment solutions and seeking to look at recruiting Apprentices. The Council has also streamlined its recruitment application process and offered incentives for applications as referred to in point 25 and 26 of the report.
4. 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.
5. 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**

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

## **Implications**

7. In the writing of this report the author has taken account of the following implications:

### ***Financial***

8. 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***

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

### ***Risk Management***

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

### ***Equality and Diversity***

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

### **Consultation responses (including from the Youth Council)**

14. Consultation was not deemed appropriate in this case.

## **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.

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## Appendix A

**Table for Quarters 4 2017-18, Quarters 1 to 3 2018-19, (1<sup>st</sup> October 2017 – 31<sup>st</sup> December 2018).**

Reason for leaving	Quarter 4 2017- 2018	Quarter 1	Quarter 2	Quarter 3
<b>Voluntary leavers</b>				
Change of area				
Move within public sector	2		3	1
Move to private sector			8	1
Improvement in salary			0+1*	0+1*
Career progression			3+1*	0+1*
Career break			0	
Non return from maternity/adoption/parental leave			0+1*	
Voluntary leaver – no reason specified	9	15	5	1
Resignation with early access to Pension (Pre 65, but post 60)			1	
Resignation with access to Pension (Post 65)	1		0	1
Flexible Access to Pension (left w. pension access, but returned on reduced hours/post)			0	
Other – personal reasons			2	
<b>Total Voluntary Leavers</b>	<b>12</b>	<b>15</b>	<b>22</b>	<b>4</b>
<b>Involuntary leavers</b>				
Redundancy		2		
Dismissal due to ill health/capability		1		1
Dismissal due to conduct	1			2
End of fixed term contract				1
Ill Health Retirement		1	2	1
Probation period failure				
TUPE transfer				
Death in service			1	
<b>Total Involuntary</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>5</b>
<b>Grand Total</b>	<b>13</b>	<b>19</b>	<b>25</b>	<b>9</b>

*N.B.: reason marked as \* in Q2 and Q3 was a secondary reason for leaving on the leavers form/exit interview.*

Table showing Leavers 2018-2019; breakdown by Service Area

Service Area	Q1	Q2	Q3
Health & Environmental Services	2	2	1
GCSWS	8	7	4
GCSPS	4	8	0
Affordable Homes	2	4	1
Corporate Services	0	1	0
Revenues & Benefits	1	2	0
Finance, Policy and Performance	0	1	0
Business & Customer Services	1	0	2
Chief Executive's Team	1	0	1
<b>Total</b>	<b>19</b>	<b>25</b>	<b>9</b>

Table showing Leavers 2018-2019; breakdown by Service Area as a % of the total workforce

Service Area	Q3	Headcount	% of Leavers
Health & Environmental Services	1	53	1.89
GCSWS	4	169	2.37
GCSPS	0	108	0
Affordable Homes	1	117	0.85
Revenues & Benefits	0	44	0
Finance, Policy and Performance	0	15	0
Business & Customer Services	2	16	12.5
Chief Executive's Team	1	10	10
HR	0	11	0
Democratic Services including Elections	0	8	0
Facilities	0	8	0

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

Reason for leaving	Apr 13 – Mar 14	Apr 14 – Mar 15	Apr 15 – Mar 16	Apr 16 – Mar 17	Apr 17 – Mar 18	Apr 18 – YTD
<b>Voluntary leavers</b>						
Change of area	1	1	2		2	0
Move within public sector	7	3	8	1	7	3
Move to private sector	10	6	6	1	4	8
Improvement in salary		1	1		1	0
Career progression			1		3	3
Career break			1			0
Voluntary leaver – no reason specified	21	15	10	38	24	24
Resignation to retire pre 65	n/a	n/a	n/a	n/a	n/a	n/a
Women retiring post 60 but pre 65	n/a	n/a	n/a	n/a	n/a	n/a
Retirement pre 60 with Council agreement	n/a	n/a	n/a	n/a	n/a	n/a
Other – personal reasons			3			2
Resignation with early access to pension (pre 65 but over 60)	5	2	1	1	1	1
Resignation with access to pension (over 65)	5	7	6	6	2	0
Flexible access to pension (left w. pension, returned P/T)	4			1		0
<b>Total Voluntary Leavers</b>	<b>53</b>	<b>35</b>	<b>46</b>	<b>48</b>	<b>44</b>	<b>41</b>
<b>Voluntary leavers but not included in PI</b>	n/a	n/a	n/a	n/a	n/a	n/a
Retirement at 65 or post 65 (change in legislation Dec 2006)	n/a	n/a	n/a	n/a	n/a	n/a
Flexible retirement – (left w. pension, returned P/T)	n/a	n/a	n/a	n/a	n/a	n/a
<b>Total Voluntary but not included in PI</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Involuntary leavers</b>						
Redundancy	8	10		2	2	2
Dismissal due to ill health	1	1	3		1	3
Dismissal due to conduct	3	4		2	2	1
End of fixed term contract	2	3	1	4	2	1
Ill health retirement		1			1	4
Probation period failure						
TUPE transfer	1	2	22			
Death in service				3		1
<b>Total Involuntary</b>	<b>15</b>	<b>21</b>	<b>26</b>	<b>11</b>	<b>8</b>	<b>12</b>
<b>Grand Total</b>	<b>68</b>	<b>56</b>	<b>72</b>	<b>59</b>	<b>52</b>	<b>49</b>