

**REPORT TO:** Employment & Staffing  
Committee

**LEAD CABINET  
MEMBER:** Cllr John Williams

**LEAD OFFICER:** Susan Gardner-Craig

13<sup>th</sup> August 2021

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## **RETENTION AND TURNOVER REPORT: QUARTER 1 (Q1) 1<sup>st</sup> April 2021 – 30<sup>th</sup> June 2021**

### **Executive Summary**

1. This report provides an analysis of the turnover of staff between 1<sup>st</sup> April 2021 and 30<sup>th</sup> June 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.

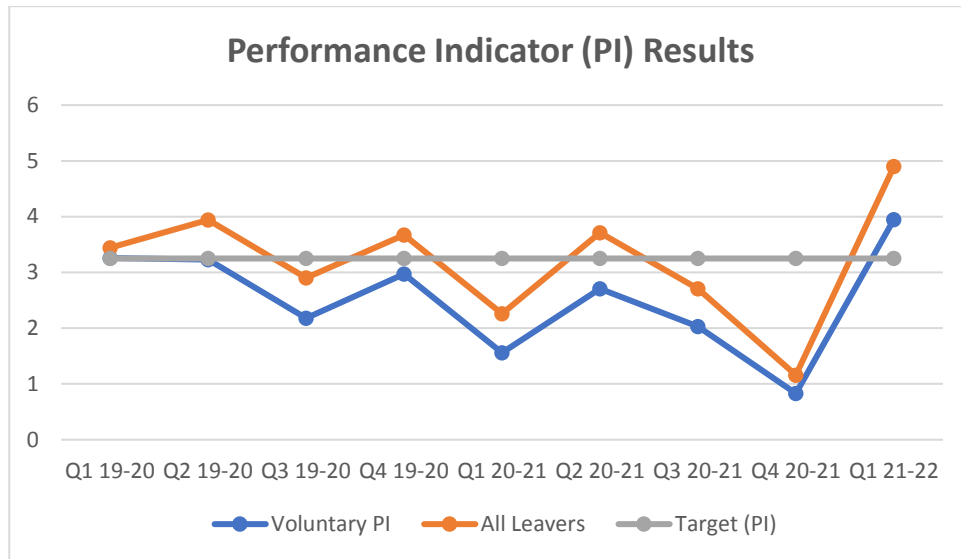
### **Details**

5. The Performance Indicator (PI) value for Q1 1<sup>st</sup> April 2021 to 30<sup>th</sup> June 2021 is 3.95% (based on a headcount of 633 on 1<sup>st</sup> April 2021). The quarterly target for voluntary leavers\* is 3.25%<sup>1</sup>.

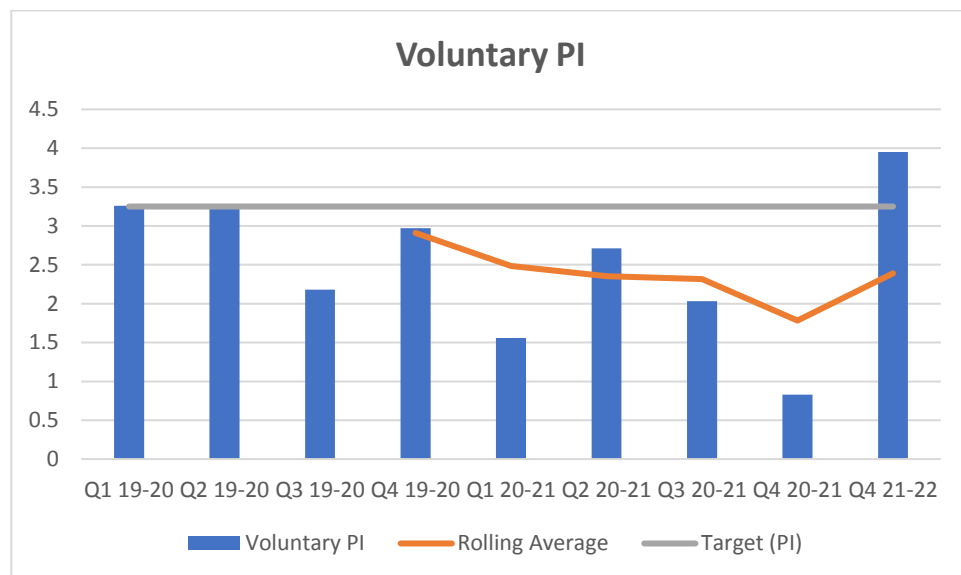
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<sup>1</sup> Voluntary leavers do not include redundancies, ill health retirements, and ending of fixed term contracts or internal transfers. Voluntary leavers do include individuals who are leaving to access their pension (retirees).

**Chart 1**

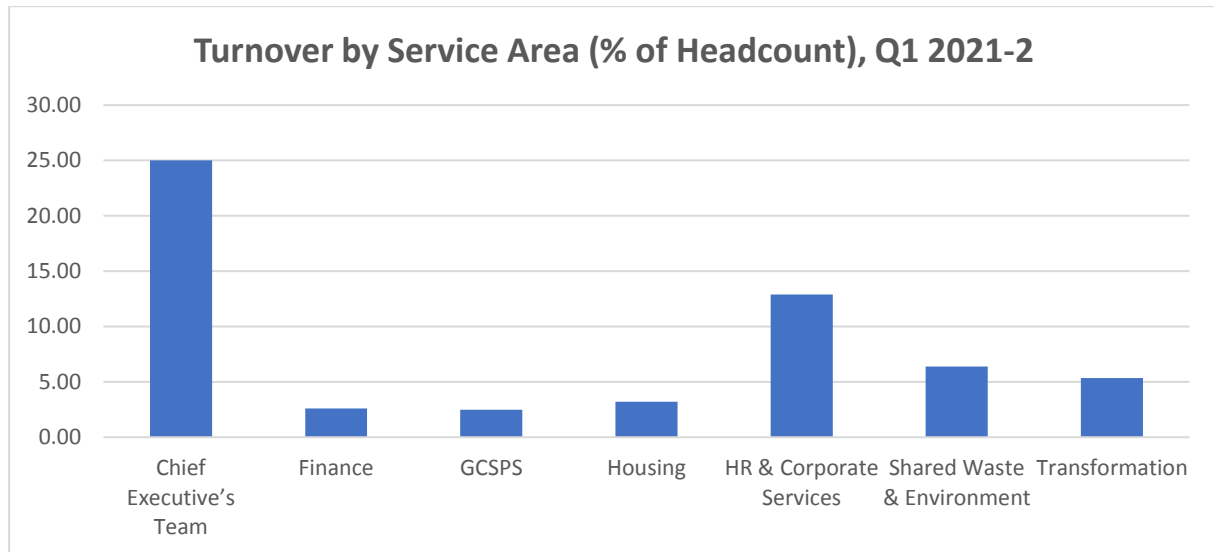


**Chart 2**

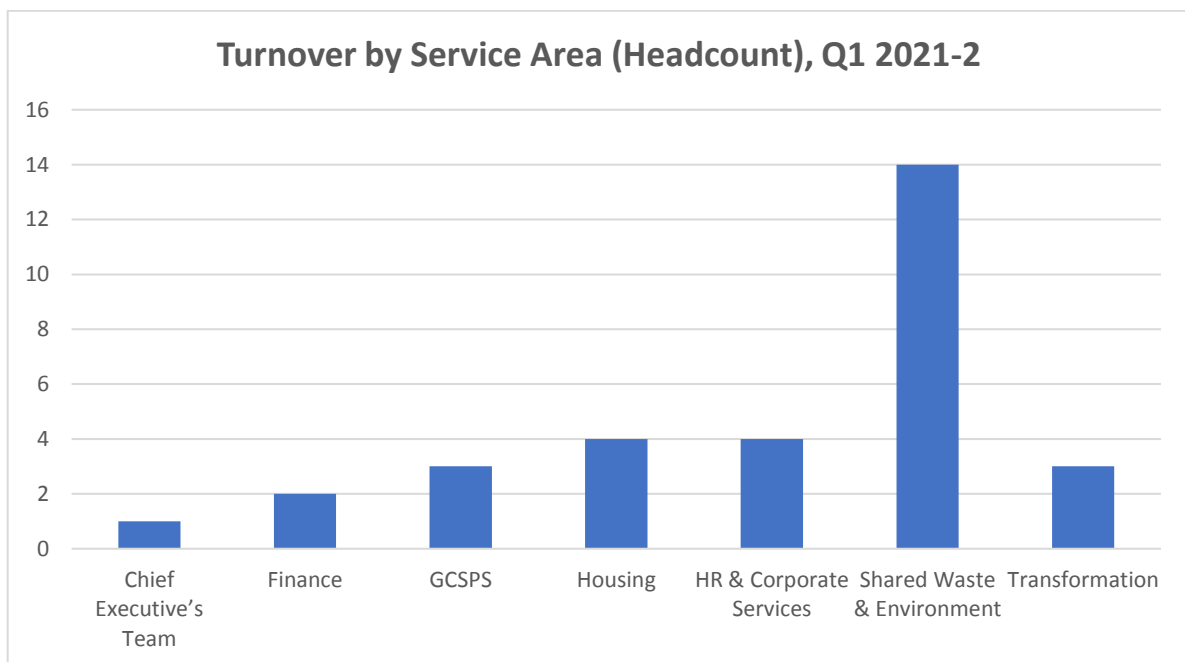


6. The rate of all leavers (considering both voluntary and involuntary leavers) is 4.9% for Q1. This equates to a combined total of 31 leavers: 25 voluntary and 6 involuntary leavers. Involuntary leavers include dismissals, redundancies, and end of fixed term contracts. See tables below for the breakdown of Leavers and Turnover by Service Area.

**Chart 3**



**Chart 4**



Note – turnover percentage is calculated as:  
$$\frac{\text{Leavers}}{\text{Headcount}} \times 100.$$

7. 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.
8. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. To improve completion of Exit Interviews, HR changed the process. From August 2020, it was no longer the line manager's responsibility, but

instead HR sent an online form for the employee to complete at their convenience, with the option of having a meeting with HR if desired. Although the completion rate improved slightly, HR updated the process further in 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 GCSPS, exit interviews are completed by the Workforce Development Officer.

9. For those leaving in Q1, the HR team received 11 exit interview forms (out of 25 voluntary leavers) which is a return rate of 44%. This is down from 60% of exit interviews received in Q4 although the raw number of leavers significantly increased. This figure is equivalent to the average of 43.6% of exit interviews received in 2019-20 and 38.1% received in 2020-21. Given the HR team will be completing all exit interviews with leavers going forward this should support a sustained improvement in these rates. It will be necessary to compare this with completion rates in future quarters to determine if this has a noticeable impact. HR will contact managers to chase exit interview meetings (where applicable) and will raise any concerns with Leadership Team.
10. 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 breakdown of reasons for leaving can be found below:

## Q1 Reasons for Leaving

Chart 5

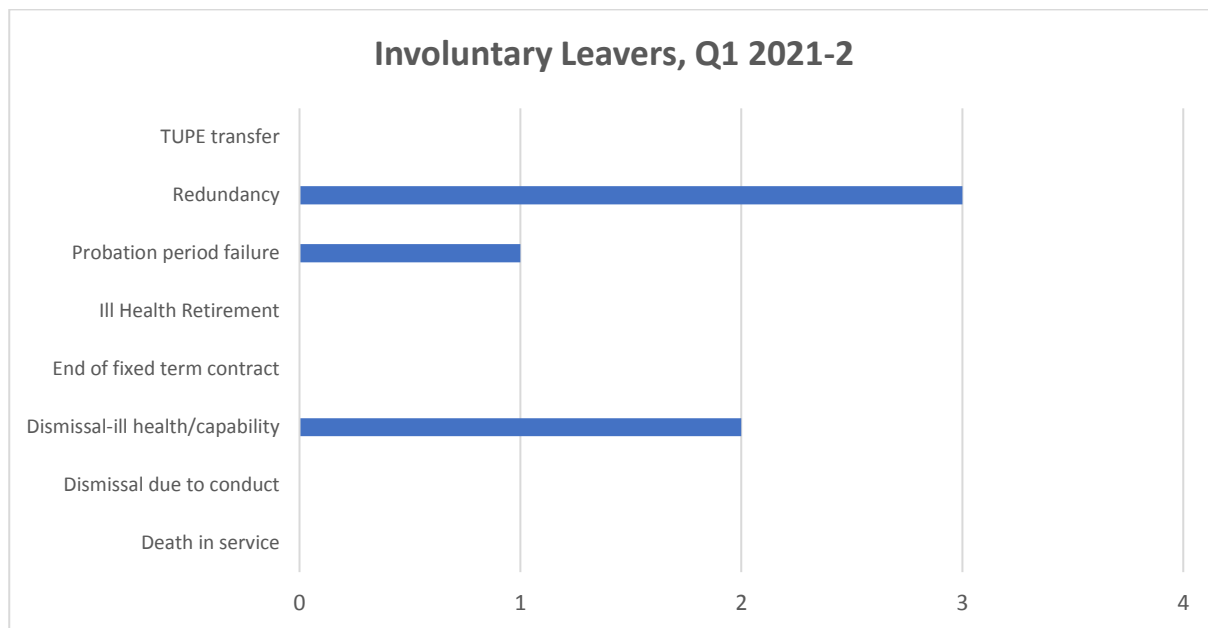
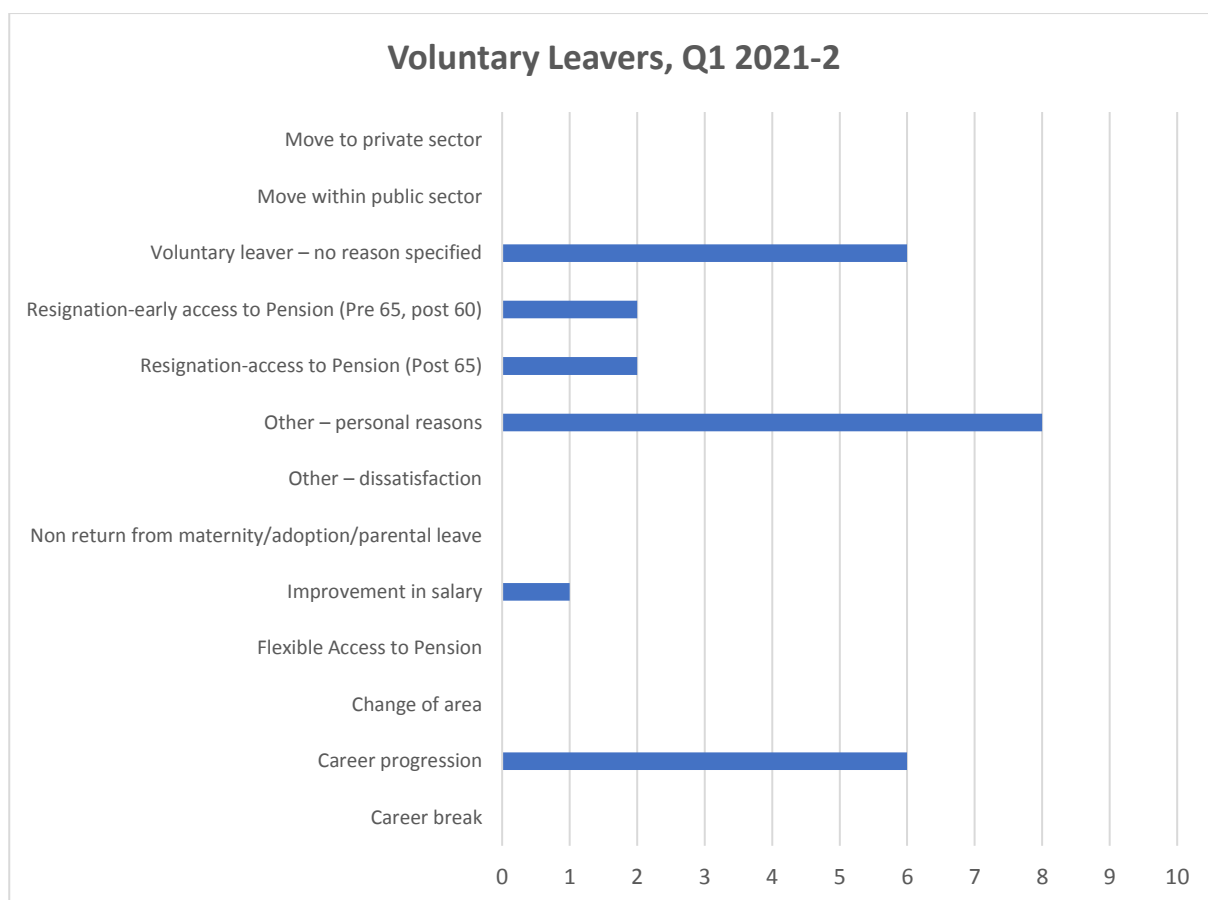


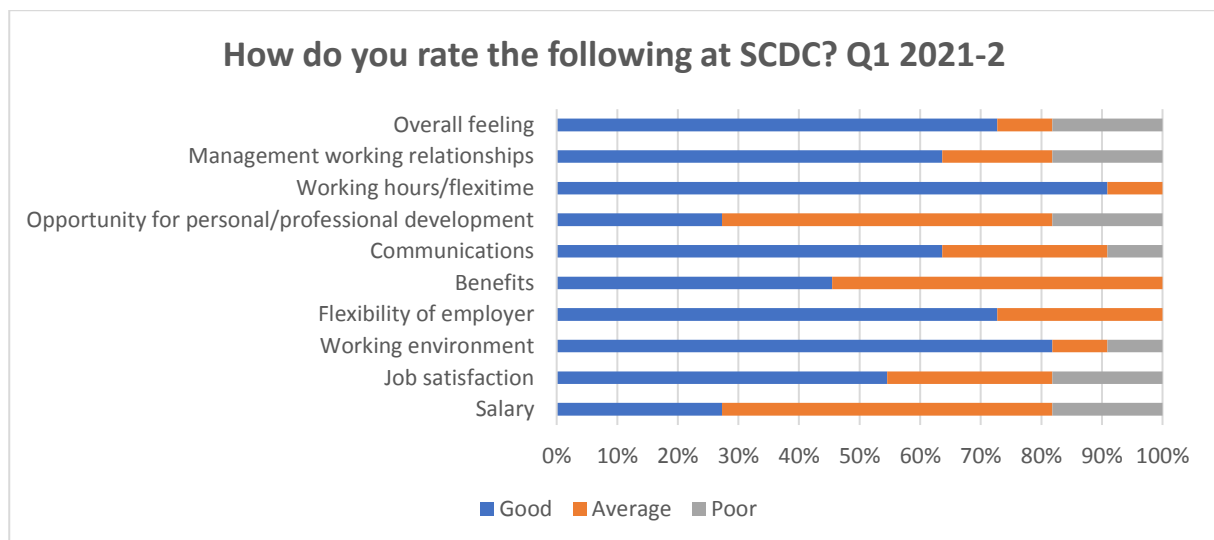
Chart 6



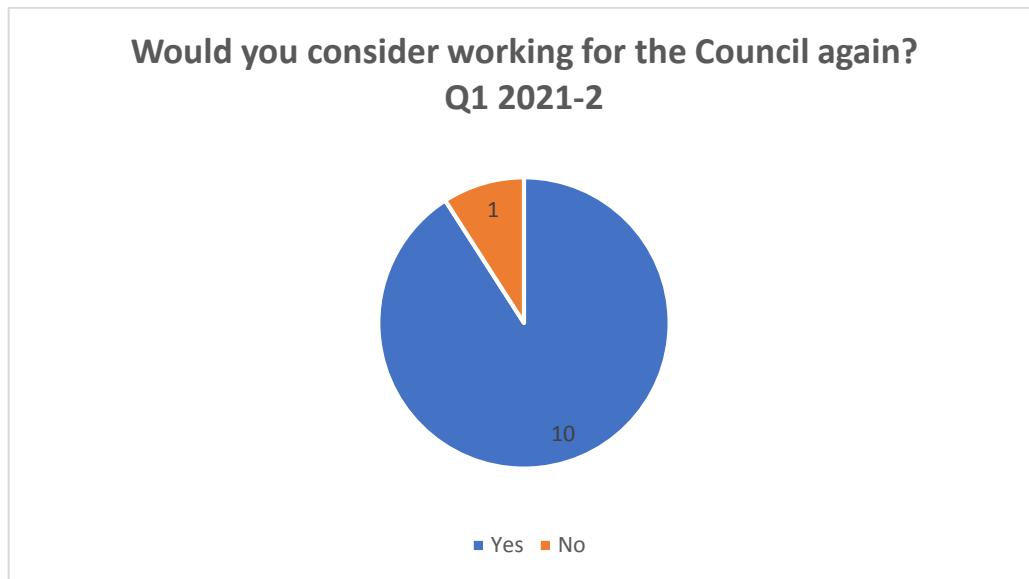
11. There was a significant increase in the number of voluntary and involuntary leavers in Q1.
12. There were three redundancies in Q1. These were the three members of the catering team within Facilities as a result of the closure of the canteen at Cambourne.
13. We received 11 Exit Interviews in Q1. There were a number of people who completed exit interviews who cited similar reasons for leaving including desire for more career progression, higher salary, change of role and more job security. However, all these employees said that they had enjoyed working for the Council and would consider working for us again in future. This suggests there could be significantly positive reception to exploring retention issues with the South Cambs workforce given the number of leavers willing to share their feedback about this topic.
14. 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?”**.

Below is a table providing a summary of the responses to these questions.

**Chart 7**



**Chart 8**



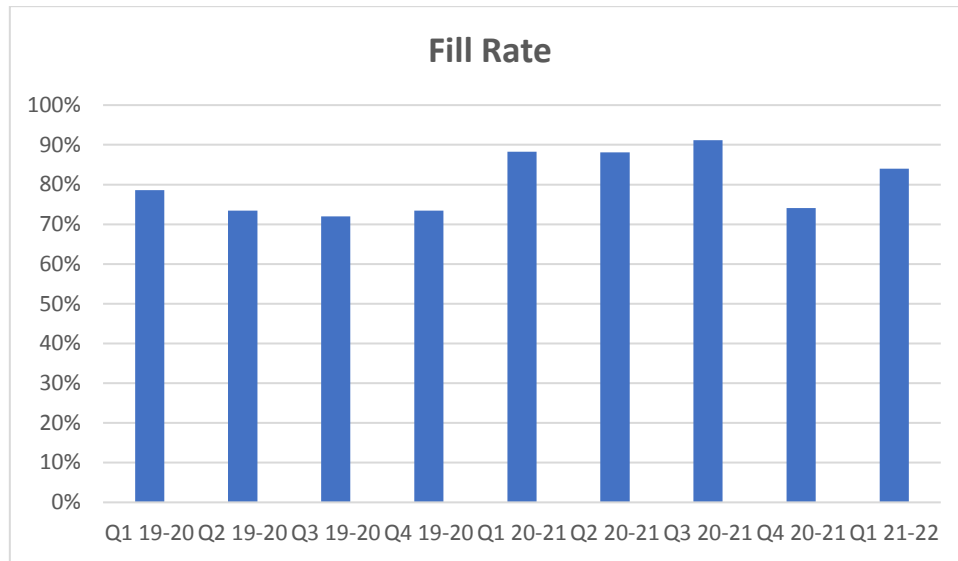
15. The exit interview data shows working hours/flexi-time and working environment are the most valued features of working for SCD. In contrast, salary and professional development are viewed least favourably. However, these factors don't appear to be a significant factor in employees making the decision to leave as the vast majority would consider working for us again. Further, relatively few respondents rated any of the factors as poor.

## **Recruitment**

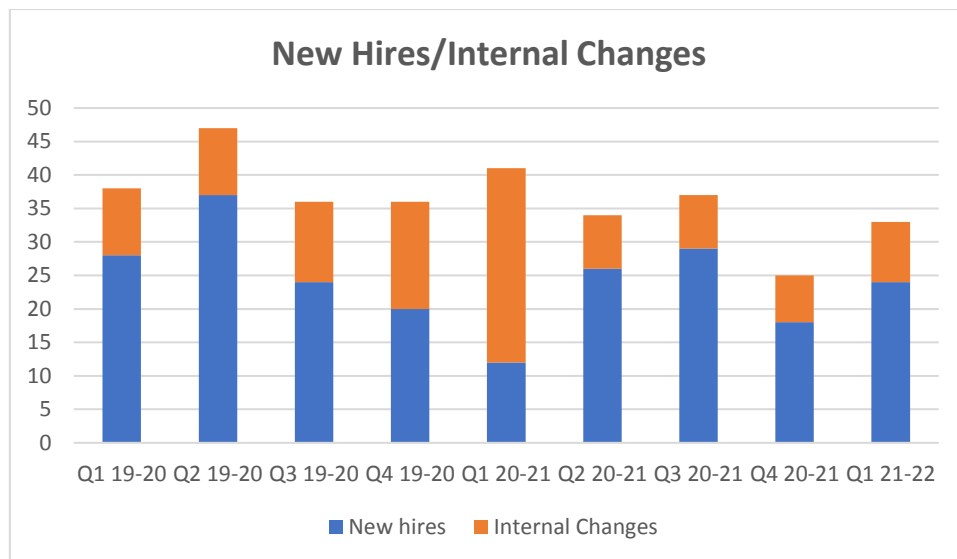
16. There were 25 roles advertised in this period. 8 advertised in April, 10 in May and 7 in June. 21 roles were appointed to, giving a vacancy fill rate of 84%. No posts were re-advertised during this period.

17. Please see the tables below for Vacancy Fill Rate - % of posts recruited successfully and the number of New Hires/Internal Changes and additional payments.

**Chart 9**

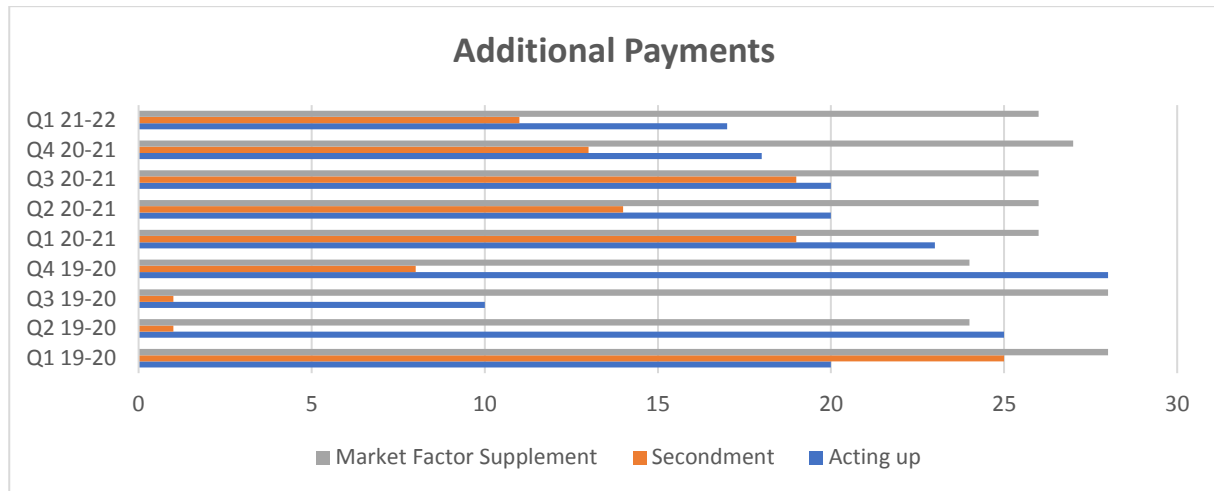


**Chart 10**





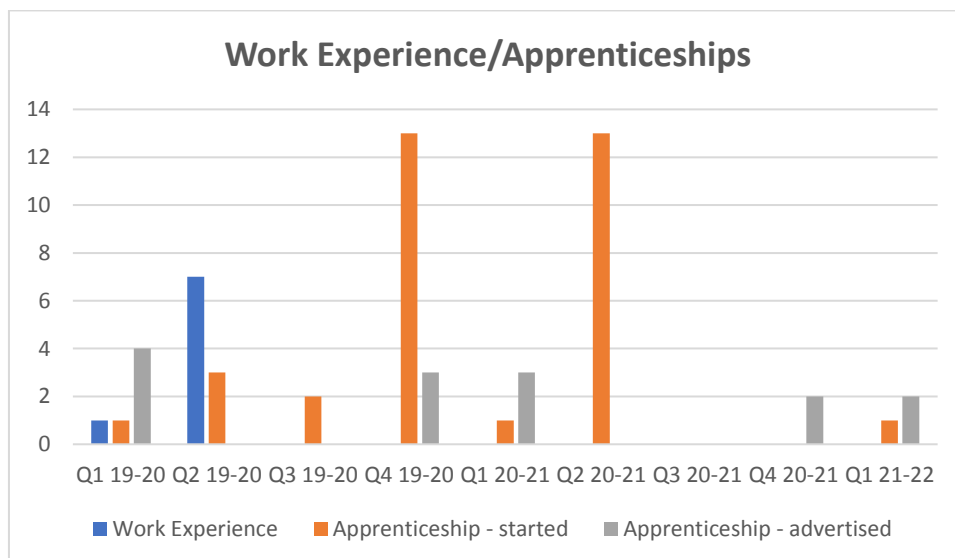
**Chart 11**



18. Note that no Golden Hello Payments were paid in Q1. 1 role was advertised, with 2 new eligible hires. These two employees will receive their Golden Hello Payments upon the successful completing of their probationary periods.

19. There were no work experience students at South Cambs during Q1. There were 2 Apprenticeships advertised in Q1.

**Chart 12**



20. As noted in chart 12 above, since Covid-19, there has been a lack of work experience placements, however the HR team are considering how we can provide opportunities for work experience while we are predominantly working from home. Apprenticeships are currently being used more by managers in 2021 than over the last 12 months. Following on from the apprenticeships

advertised in Q1, we have 3 apprentices scheduled to start in July 2021, with other vacancies due to be advertised. The Apprenticeship strategy is currently being developed, following feedback from Leadership Team, and will be published in due course.

21. We will look to report on new recruits who are undertaking apprenticeships and current employees who undertake apprenticeships separately in a future quarterly report.
22. The Recruitment Coordinators have been busy this quarter and there continues to be high volume of recruitment forecast for July to September. 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.
23. 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.
24. HR have also started rolling out Manager Induction training sessions, delivered remotely. This is both for newly promoted managers and new recruits to the Council. This was originally rolled out earlier in 2020 to all GCSPS Managers and has been adapted for delivery across the Council. There were 4 delegates attending one session in Q1. The intention is to run these sessions quarterly, and there are further sessions planned for 2021-2.

## **Agency Staff**

25. At the end of Q1, the number of temporary workers in each department was as follows: 22 in Greater Cambridge Shared Planning, 5 in Transformation, 3 in Revenues and Benefits, 1 in Finance and 1 in Shared Waste and Environment.
26. Since January 2021 the recruitment team has been utilising a Casual Worker Bank to support the Council to reduce agency fees. In Q1, 4 new casual workers started within posts that would normally be filled with an agency worker, reducing agency spend. A further 2 workers are due to start casual roles in July 2021.

## Wider Context

27. The most recent Labour Market Report<sup>2</sup> from the CIPD was published in May 2021. This shows a continuation of the trends in the report from the previous quarter with positive net employment intentions rising from +11 points in February to +27 points in May. This is attributed to a halving of redundancy intentions and a rise in recruitment intentions. Since February, private sector recruitment intentions rose to +18 points during this period whilst public sector rose to +22 points. The intentions figures measure the difference between the proportion of employers that expect to increase staff levels over those that expect to decrease staff levels. Overall, the short-term jobs outlook remains more positive than 6 months ago with recruitment intentions in the public sector remaining high at 81% in Q1.

## Conclusion

28. The turnover rate has risen significantly in Q1 and was above the performance indicator target for the first time following a continuous downwards trend over the last 2 years. There were 25 voluntary leavers in this quarter which is higher than the average of any quarter during the last two years. It's likely that previous quarters of declining turnover rates have reversed due to the general improvement in economic outlook as businesses have re-opened following covid-19 lockdown. The public and private sectors now have much greater intentions to recruit to positions, as outlined in the CIPD's Labour Market Report for May 2021. This suggests that turnover was artificially low over the last 2 years and subsequent quarters could show a continuing trend of a higher turnover rate.

29. The most common reasons for voluntary turnover cited in exit interviews were linked as they included more career progression, higher salary, change of role and more job security. There was also a proportionately higher number of leavers under the age of 30 as detailed in the Equality and Diversity section below. All these employees said they had enjoyed working for the Council and would consider working for us again in future, suggesting that this turnover may have been avoided if there were more clearly defined career pathways and progression opportunities. The fact that many employees were willing to share this information suggests there could be a positive reception if these factors are reviewed across the organisation in future. The reasons for leaving in the next quarter will need to be analysed to determine if this is representative of a new trend.

30. The number of roles advertised decreased significantly from 54 in Q4 to 25 in Q1. In contrast, the fill rate increased from 74% to 84% compared to the previous quarter. This reflects historical low turnover in Q4, with less need to fill vacant position.

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<sup>2</sup> [Labour Market Outlook: Spring 2021 \(cipd.co.uk\)](https://www.cipd.co.uk/knowledge/labour-market-outlook/spring-2021)

31. The number of staff who internally transferred to new roles remains low at 9 in Q1 compared to 7 in Q4, suggesting there were fewer senior opportunities. There has been a consistent number of employees temporarily acting up (17 in Q1 compared to 18 in Q4) demonstrating 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. See [Chart 9](#) for breakdowns of these 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.

## Equality and Diversity

- 42. The new iTrent HR system enables reporting on the diversity of all leavers by age, ethnicity, gender, disability and religion.

**Chart 13**

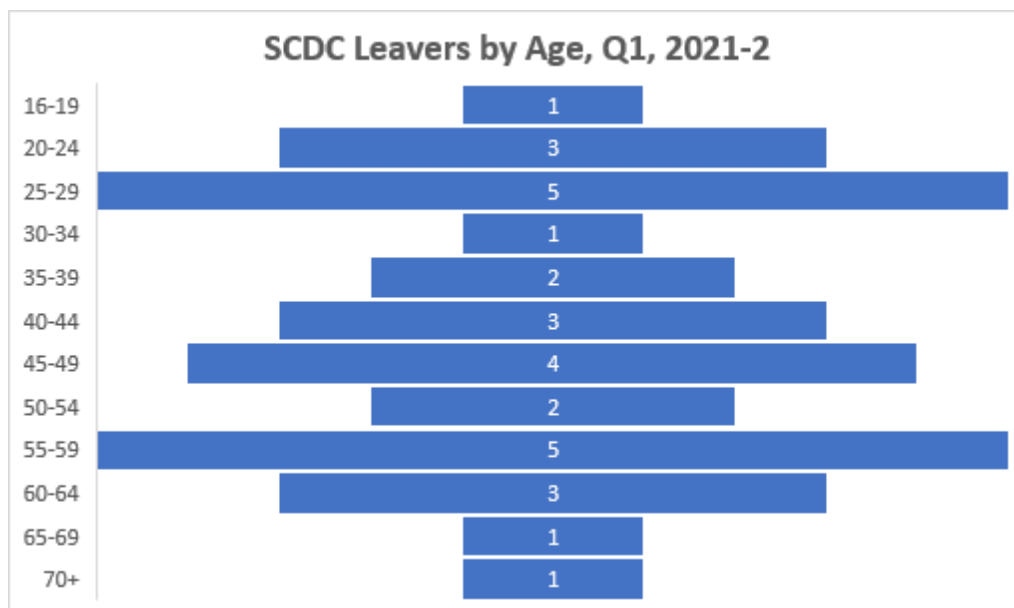
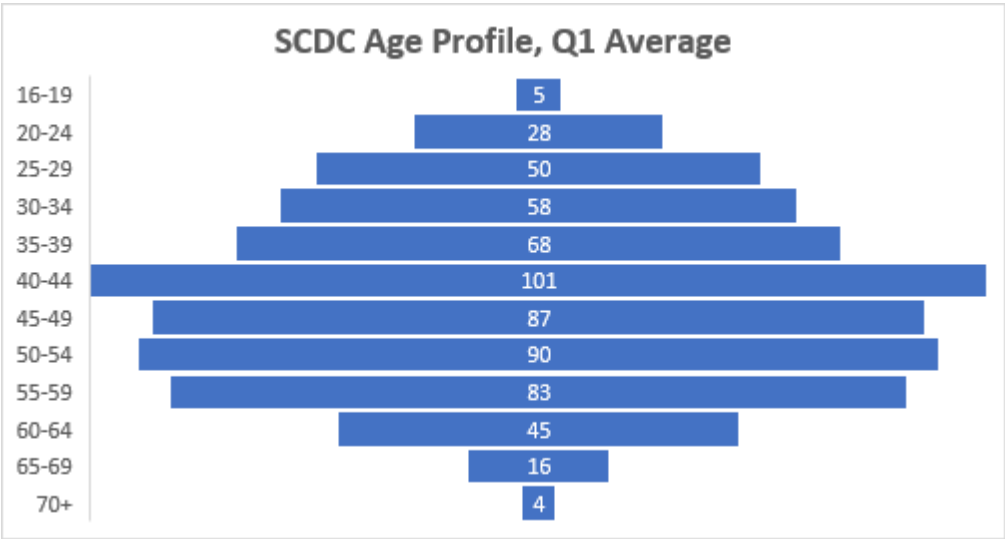
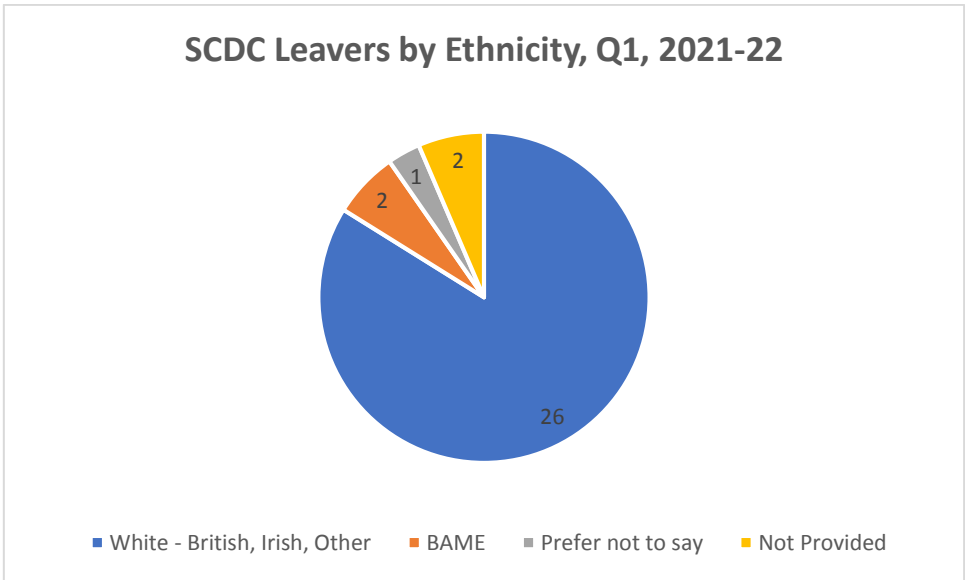


Chart 14

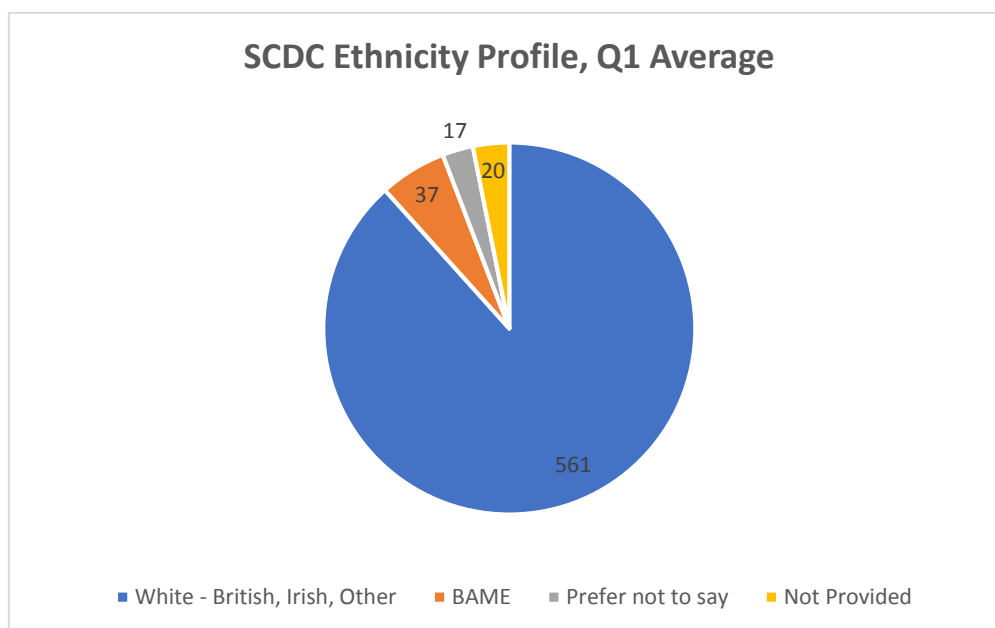


43. In Q1 the age groups with the most frequent leavers were 25-29, 45-49 and 55-59. However, the 45-49 and 55-59 age groups each make up a large proportion of our workforce, and so it would be expected that these would have more leavers in a quarter of high turnover. In contrast, 29% of leavers in Q1 were under the age of 30 even though they account for 13.1% of the workforce. Of the 7 voluntary leavers amongst this group, all of them stated they had a new job offer, were relocating or the position was not what they had expected.

Chart 15

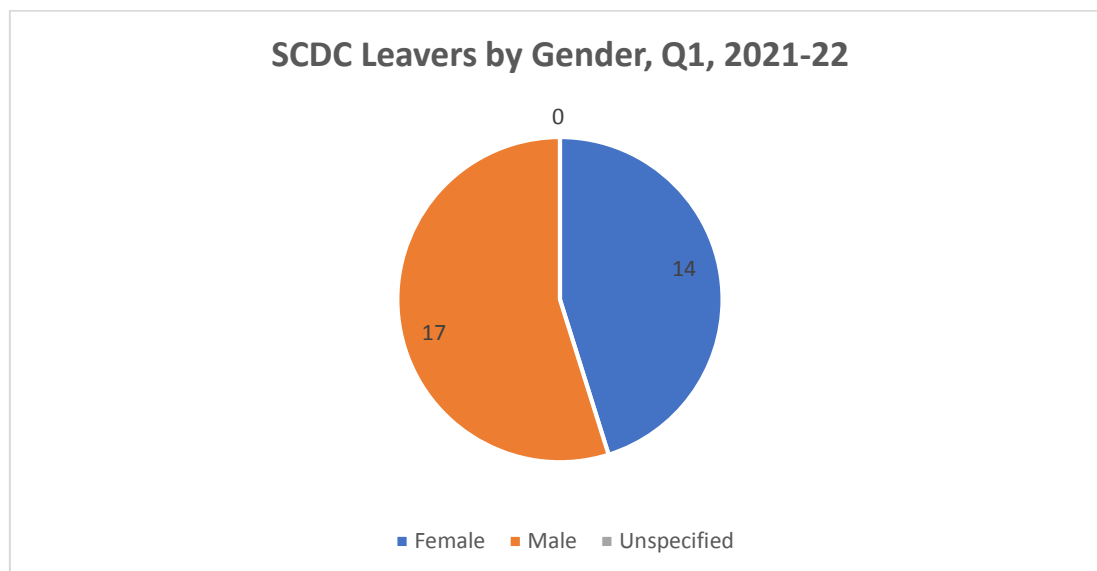


**Chart 16**

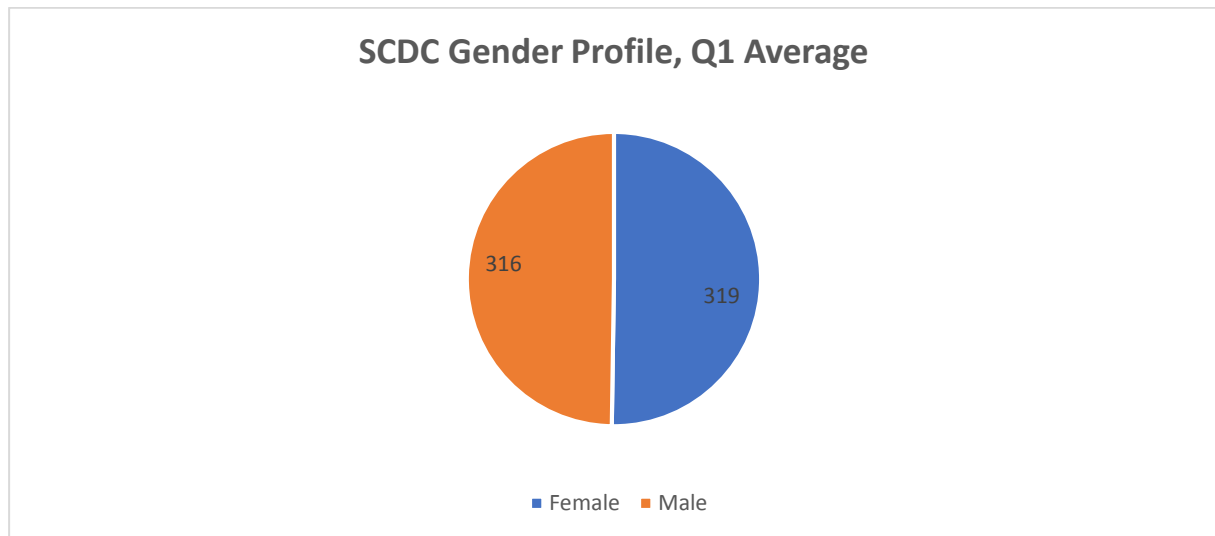


44. In Q1, the percentages of leavers by ethnicity were broadly equivalent to their current proportions within the Council's workforce. There were no significant variations in turnover by ethnicity during this period.

**Chart 17**

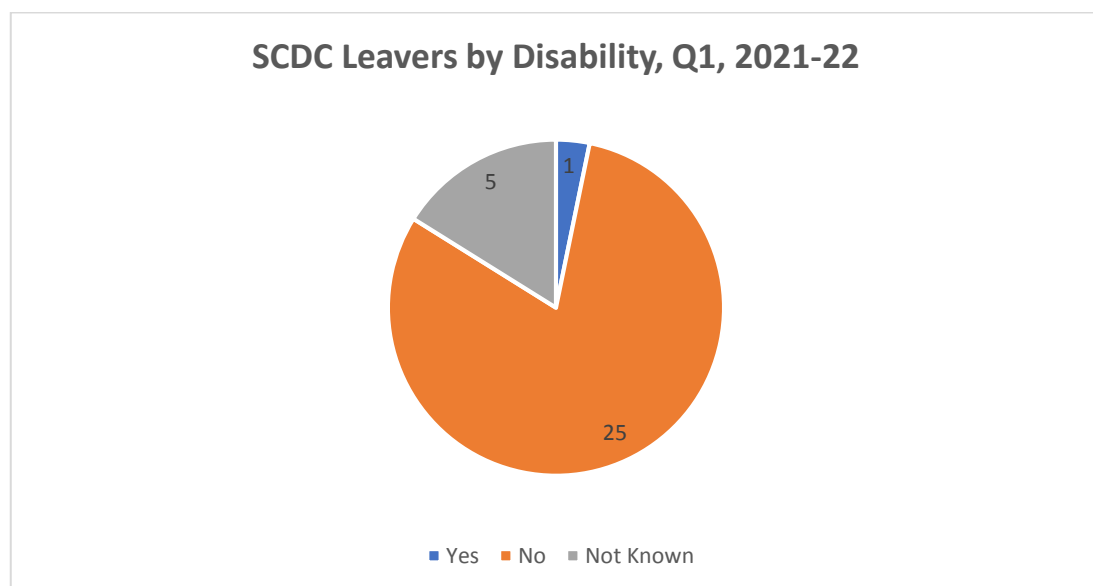


**Chart 18**



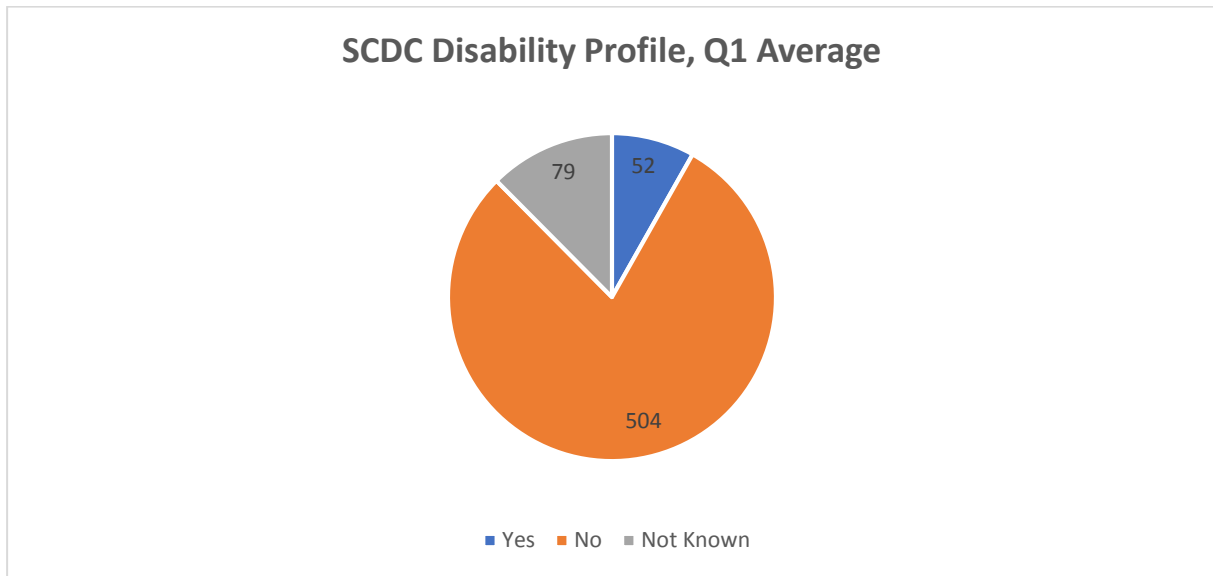
45. In Q1 male leavers were overrepresented. This was largely the result of increased turnover of Shared Waste Refuse Loaders and Refuse Drivers. This was due to personal reasons such as relocation, a new job offer and to maintain a better work-life balance.

**Chart 19**



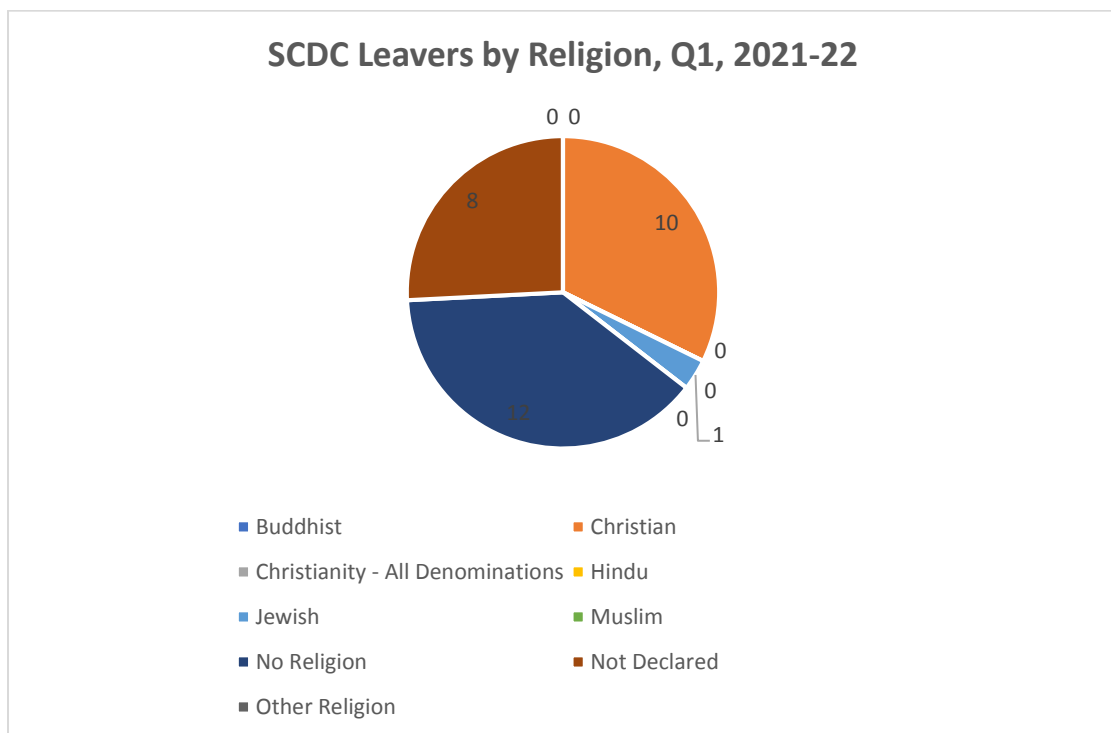


**Chart 20**

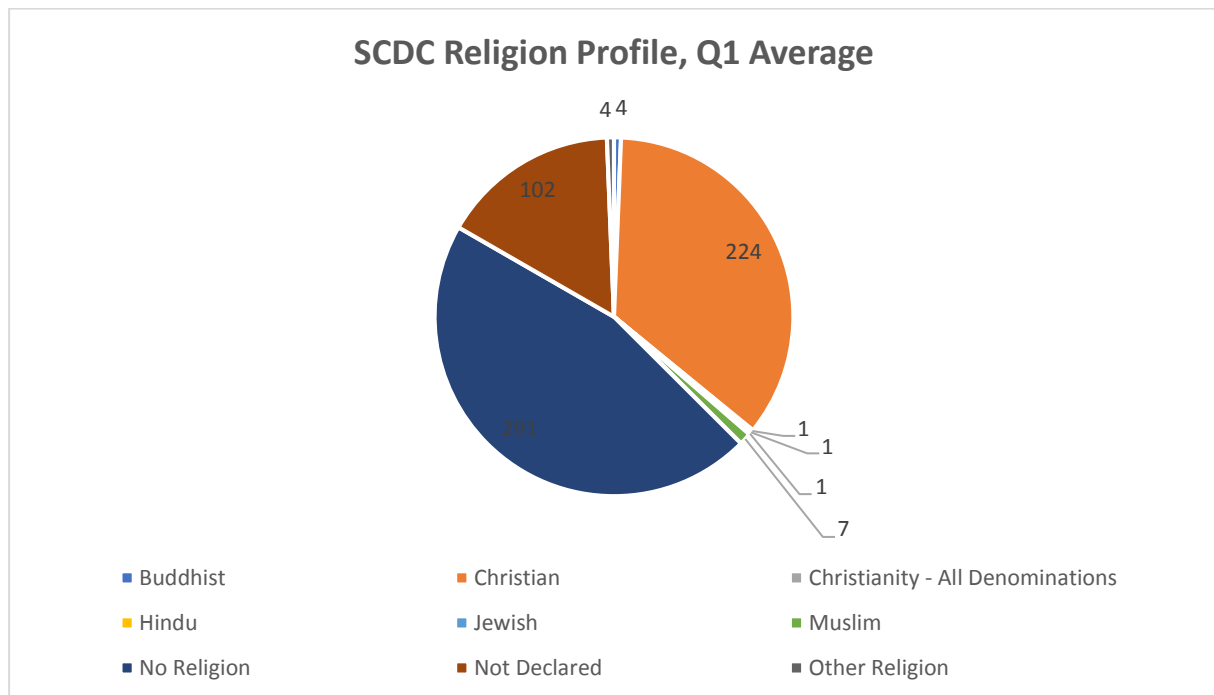


46. In Q1, the majority of leavers had no declared disabilities. There were no significant variations in turnover by disability during this period.

**Chart 21**



**Chart 22**



47. During Q1 the largest group of leavers was those without a religious affiliation. There were no significant variations in turnover by religion during this reporting period.

48. We have included information on the diversity of Apprentices in Appendix C.

## **Appendix A - Acronyms**

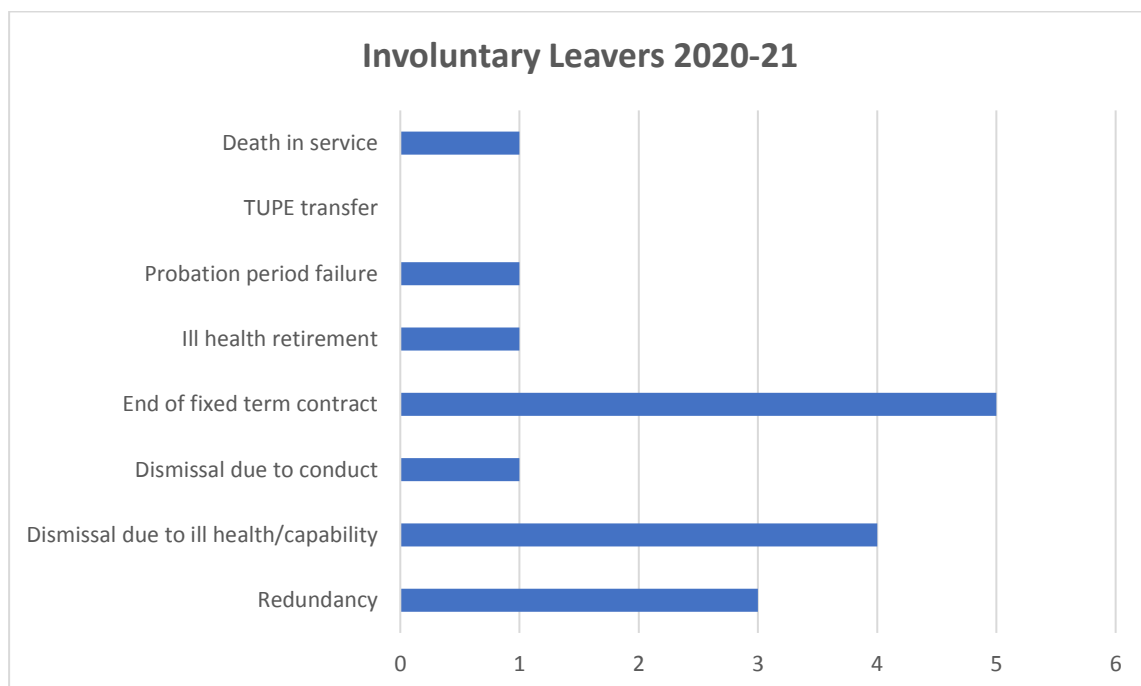
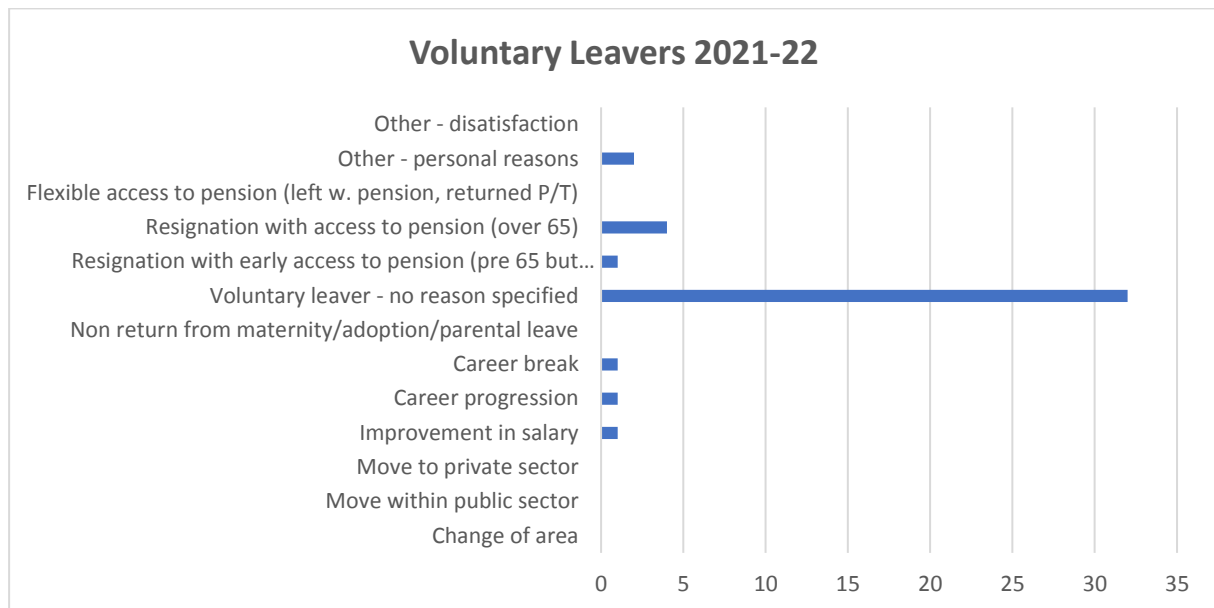
PI - Performance Indicator; relates to Voluntary Turnover. Target is 3.25%.

GCSPS – Greater Cambridge Shared Planning Service.

GCSWS – Greater Cambridge Shared Waste Service

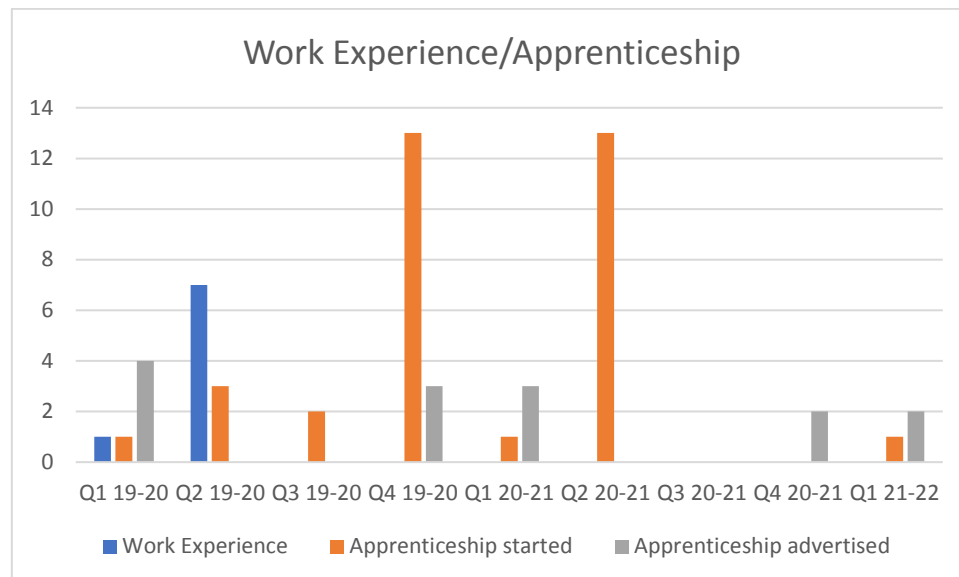
SW&E – Shared Waste & Environment

## Appendix B – Voluntary and Involuntary Leavers, 2021-2022

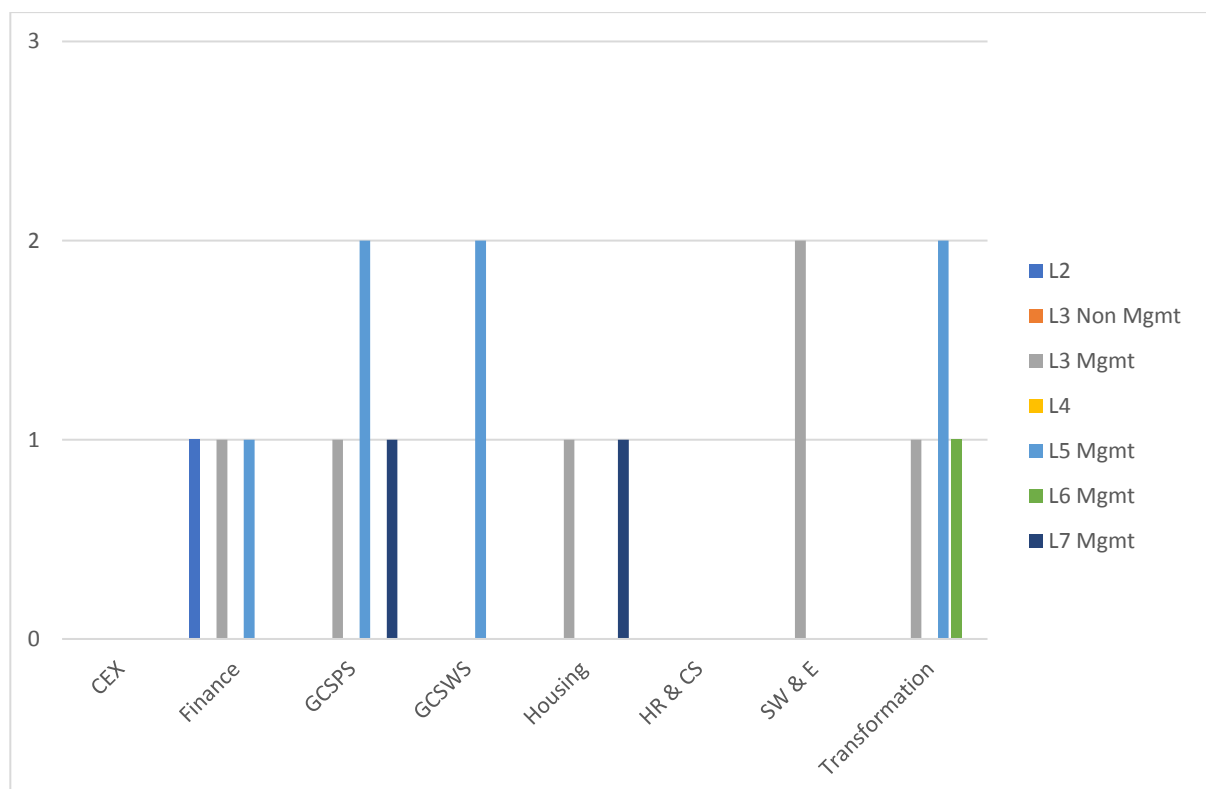


# Appendix C – Recruitment & Apprenticeships

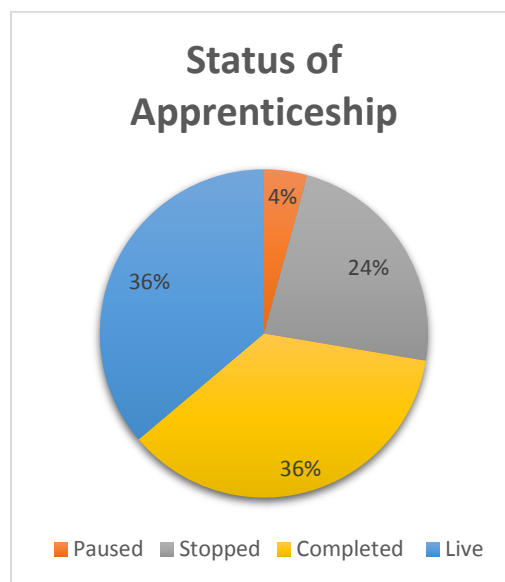
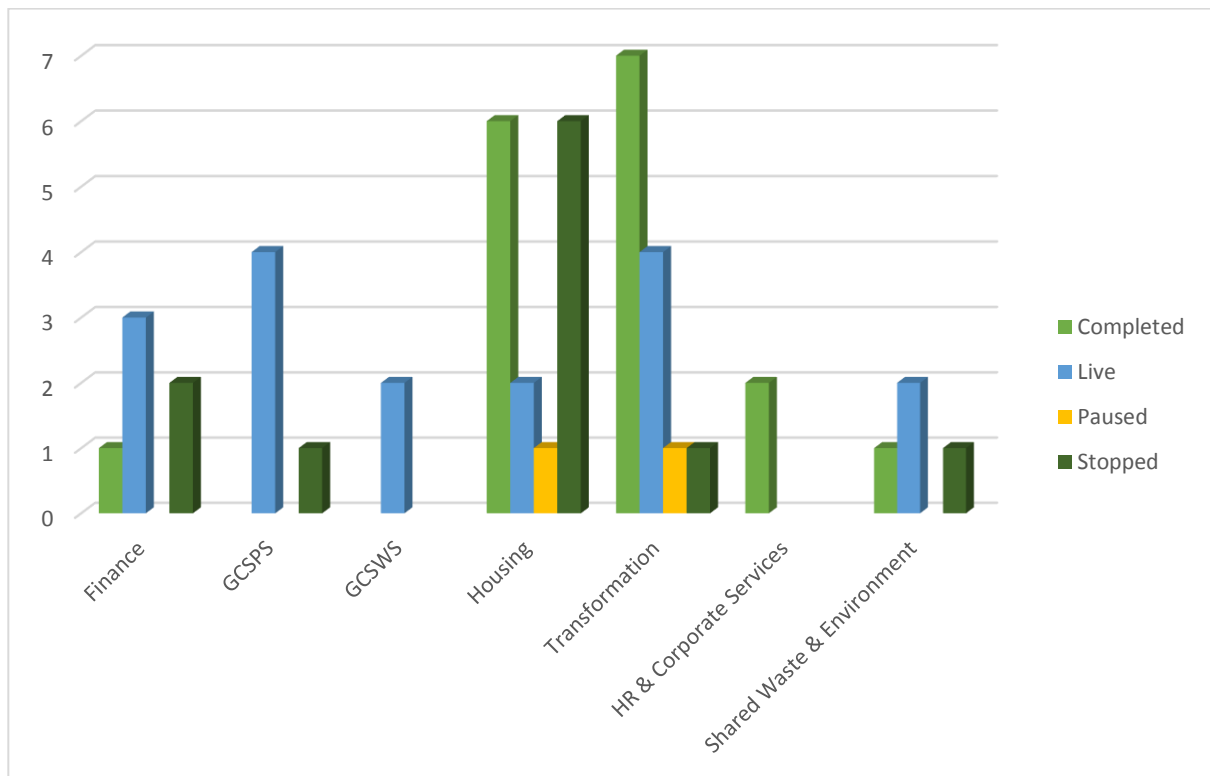
## Work Experience Students/Apprenticeships Information



## Live Apprentices by Service Area and Level – April 2021

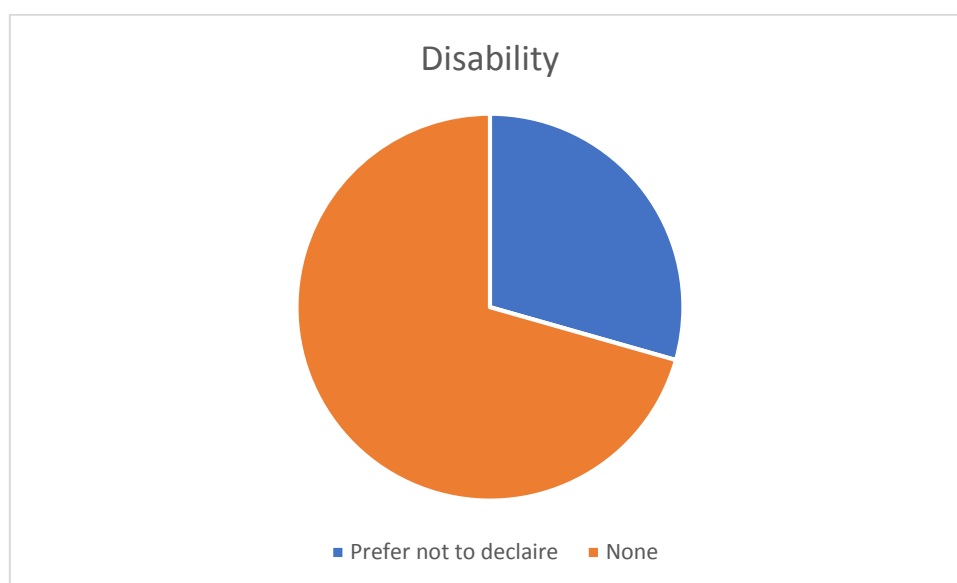


## Status of Live Apprentices by Service Area and Level – April 2021



From April 2021 data

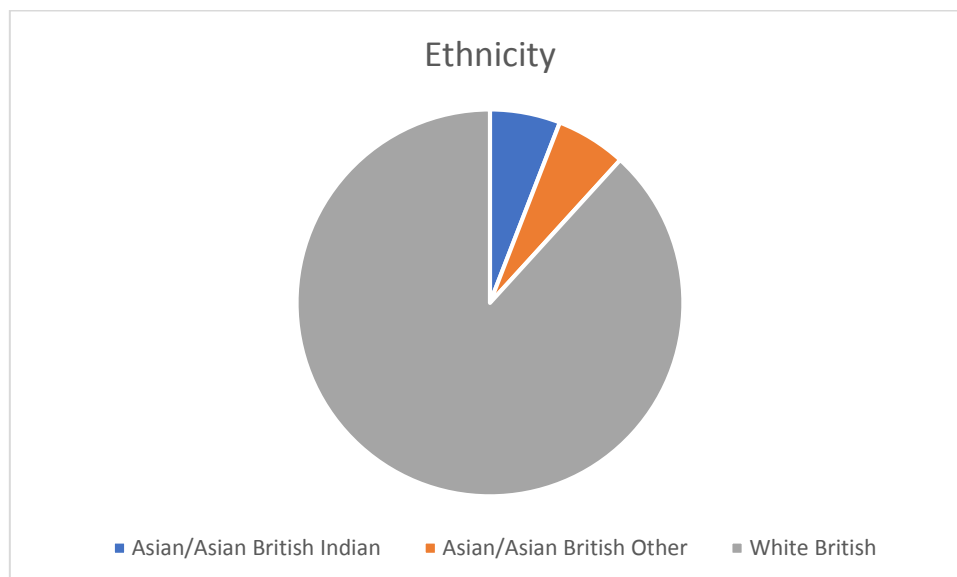
## Apprenticeship – Disability (Declared)



(Prefer not to declare 29.41%; none 70.59%)

Note this table includes all apprentices – live, completed, paused and stopped. From April 2021 data.

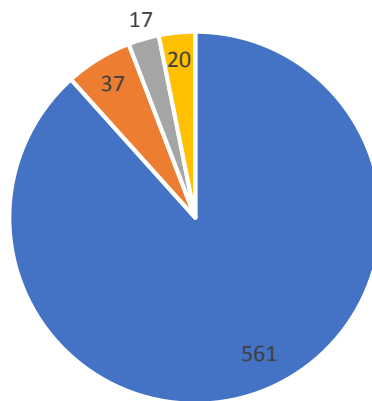
## Apprenticeship - Ethnicity



(White British 88.24%; Asian/Asian British Indian 5.88%; Asian/Asian British Other 5.88%)

This compares to the data for the whole of SCDC:

### SCDC Ethnicity Profile, Q1 Average



■ White - British, Irish, Other ■ BAME ■ Prefer not to say ■ Not Provided



## Appendix D

### Previous years data

#### Table showing leavers 2020-2021; breakdown by Service Area

| Service Area                            | Q1 | Q2 | Q3 | Q4 |
|---|----|----|----|----|
| Health & Environmental Services         | 1  | 4  | 3  | 0  |
| GCSWS                                   | 4  | 6  | 11 | 0  |
| GCSPS                                   | 2  | 1  | 0  | 1  |
| Affordable Homes                        | 2  | 5  | 2  | 2  |
| Revenues & Benefits                     | 0  | 0  | 0  | 0  |
| Finance, Policy and Performance         | 1  | 1  | 0  | 2  |
| Business & Customer Services            | 2  | 1  | 0  | 2  |
| Chief Executive's Team                  | 1  | 1  | 0  | 0  |
| HR                                      | 0  | 3  | 0  | 0  |
| Democratic Services including Elections | 0  | 0  | 0  | 0  |
| Facilities                              | 0  | 0  | 0  | 0  |
| Total                                   | 13 | 22 | 16 | 7  |

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

| Reason for leaving                                | 04/16<br>–<br>03/17 | 04/17<br>–<br>03/18 | 04/18<br>–<br>03/19 | 04/19<br>–<br>03/20 | 04/20<br>–<br>03/21 | 04/21<br>–<br>03/22 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Voluntary leavers</b>                          |                     |                     |                     |                     |                     |                     |
| Change of area                                    |                     | 2                   | 2                   | 8                   |                     |                     |
| Move within public sector                         | 1                   | 7                   | 4                   |                     |                     |                     |
| Move to private sector                            | 1                   | 4                   | 9                   |                     |                     |                     |
| Improvement in salary                             |                     | 1                   | 2                   | 6                   | 1                   | 2                   |
| Career progression                                |                     | 3                   | 9                   | 14                  | 1                   | 6                   |
| Career break                                      |                     |                     | 1                   | 1                   | 1                   |                     |
| Non return from maternity/adoption/parental leave |                     |                     |                     |                     |                     |                     |
| Voluntary leaver – no reason specified            | 38                  | 24                  | 30                  | 24                  | 32                  | 5                   |
| Other – personal reasons                          |                     |                     | 3                   | 2                   | 2                   | 8                   |
| Other - dissatisfaction                           |                     |                     |                     | 3                   |                     |                     |

|   |           |           |           |           |           |           |
|---|-----------|-----------|-----------|-----------|-----------|-----------|
| Resignation with early access to pension (pre 65 but over 60) | 1         | 1         | 2         | 3         | 1         |           |
| Resignation with access to pension (over 65)                  | 6         | 2         | 1         | 4         | 4         | 4         |
| Flexible access to pension (left w. pension, returned P/T)    | 1         |           | 0         | 0         |           |           |
| <b>Total Voluntary Leavers</b>                                | <b>48</b> | <b>44</b> | <b>63</b> | <b>65</b> | <b>42</b> | <b>25</b> |
| <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  | 2         | 2         | 3         | 2         | 3         | 3         |
| Dismissal due to ill health/capability                        |           | 1         | 3         | 2         | 4         | 2         |
| Dismissal due to conduct                                      | 2         | 2         | 3         | 2         | 1         |           |
| End of fixed term contract                                    | 4         | 2         | 2         | 3         | 5         |           |
| Ill health retirement   |           | 1         | 4         | 3         | 1         |           |
| Probation period failure                                      |           |           | 0         |           | 1         | 1         |
| TUPE transfer   |           |           | 0         |           |           |           |
| Death in service  | 3         |           | 1         | 1         | 1         |           |
| <b>Total Involuntary</b>                                      | <b>11</b> | <b>8</b>  | <b>15</b> | <b>13</b> | <b>16</b> | <b>7</b>  |
| <b>Grand Total</b>  | <b>59</b> | <b>52</b> | <b>78</b> | <b>78</b> | <b>58</b> | <b>31</b> |

## Appendix E

Table showing comparison of ethnicity statistics at South Cambs District Council (2019-20), South Cambridgeshire District (2011), Cambridgeshire and Peterborough census data (2011) and East of England census data (2011); breakdown by Ethnicity

|                            | SCDC Employees |            | South Cambs | Cambridgeshire and Peterborough | East of England |
|----------------------------|----------------|------------|-------------|---------------------------------|-----------------|
| Ethnicity                  | Count          | Percentage | Percentage  | Percentage                      | Percentage      |
| BAME                       | 24             | 4.18%      | 7.10%       | 9.20%                           | 8.70%           |
| White: British/Irish/Other | 488            | 85.02%     | 92.90%      | 90.30%                          | 90.80%          |
| Black                      | 7              | 1.22%      | 1.3%        | 1.30%                           | 2%              |
| Chinese                    | 4              | 0.70%      | 0.8%        | 5.90%                           | 4.80%           |
| South Asian                | 9              | 1.57%      | 2.9%        |                                 |                 |
| Mixed Ethnicity            | 4              | 0.70%      | 1.8%        | 2%                              | 1.90%           |
| Other                      | 2              | 0.35%      | 0.3%        | 0.60%                           | 0.50%           |
| Not Disclosed*             | 2              | 0.35%      | N/A         | N/A                             | N/A             |
| Not Provided**             | 58             | 10.10%     | N/A         | N/A                             | N/A             |

\*'Not Disclosed' means the respondent has ticked a box to confirm that they don't wish to disclose their ethnicity.

\*\*'Not Provided' means the respondent hasn't ticked any boxes disclosing their ethnicity.

## Appendix F

Tables showing raw data for Q1 average workforce profile graphs in Equality and Diversity section

| Age          | Q1<br>Average | Percentage |
|--------------|---------------|------------|
| 16-19        | 5             | 0.79       |
| 20-24        | 28            | 4.41       |
| 25-29        | 50            | 7.87       |
| 30-34        | 58            | 9.13       |
| 35-39        | 68            | 10.71      |
| 40-44        | 101           | 15.91      |
| 45-49        | 87            | 13.70      |
| 50-54        | 90            | 14.17      |
| 55-59        | 83            | 13.07      |
| 60-64        | 45            | 7.09       |
| 65-69        | 16            | 2.52       |
| 70+          | 4             | 0.63       |
| <b>Total</b> | <b>635</b>    | <b>100</b> |

| Ethnicity                     | Q1<br>Average | Percentage    |
|-------------------------------|---------------|---------------|
| White - British, Irish, Other | 561           | 88.35         |
| BAME                          | 37            | 5.83          |
| Prefer not to say             | 17            | 2.68          |
| Not Provided                  | 20            | 3.15          |
| <b>Total</b>                  | <b>635</b>    | <b>100.00</b> |

| Gender       | Q1<br>Average | Percentage |
|--------------|---------------|------------|
| Female       | 319           | 50.24      |
| Male         | 316           | 49.76      |
| <b>Total</b> | <b>635</b>    | <b>100</b> |

| Disability   | Q1<br>Average | Percentage |
|--------------|---------------|------------|
| Yes          | 52            | 8.19       |
| No           | 504           | 79.37      |
| Not Known    | 79            | 12.44      |
| <b>Total</b> | <b>635</b>    | <b>100</b> |

| <b>Religion</b>                  | <b>Q1<br/>Average</b> | <b>Percentage</b> |
|----------------------------------|-----------------------|-------------------|
| Buddhist                         | 4                     | 0.63              |
| Christian                        | 224                   | 35.28             |
| Christianity - All Denominations | 1                     | 0.16              |
| Hindu                            | 1                     | 0.16              |
| Jewish                           | 1                     | 0.16              |
| Muslim                           | 7                     | 1.10              |
| No Religion                      | 291                   | 45.83             |
| Not Declared                     | 102                   | 16.06             |
| Other Religion                   | 4                     | 0.63              |
| <b>Total</b>                     | <b>635</b>            | <b>100</b>        |

## Report Author:

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