



<b>Report to:</b>	Employment and Staffing Committee Friday 14 <sup>th</sup> January 2022
<b>Lead Cabinet Member:</b>	Councillor Neil Gough
<b>Lead Officer:</b>	Jeff Mambery

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## **Retention and Turnover Report: Quarter 2 (Q2) 1 July 2021 to 30 September 2021**

### **Executive Summary**

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

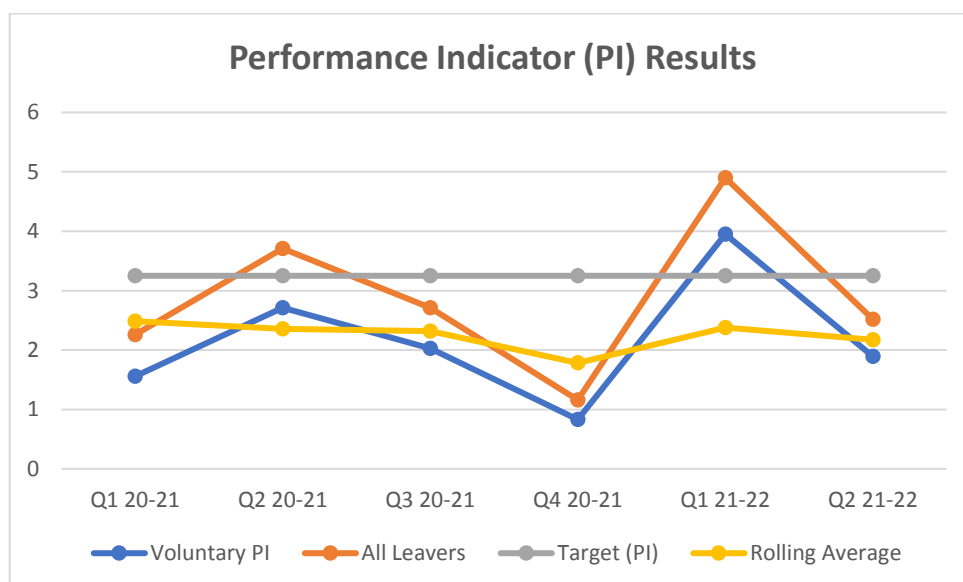
### **Reasons for Recommendations**

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> July 2021 to 30<sup>th</sup> September 2021 is 1.89% (based on a headcount of 634 on 1<sup>st</sup> July 2021). The quarterly target for voluntary leavers\* is 3.25%<sup>1</sup>.

**Chart 1**



6. The rate of all leavers (considering both voluntary and involuntary leavers) is 2.52% for Q2. This equates to a combined total of 16 leavers: 12 voluntary and 4 involuntary leavers. Involuntary leavers include dismissals, redundancies, and end of fixed term contracts. See **Chart 2** for the breakdown of Leavers and Turnover by Service Area.
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. There was a significant decrease in the number of voluntary and involuntary leavers in Q2. There were no redundancies in Q2. **Q2 Reasons for Leaving<sup>2</sup> - see Charts 3 and 4.**

<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).

<sup>2</sup> More than one reason can be chosen at the exit interview.

9. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. To improve completion of Exit Interviews, HR changed the process. From 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 GCSPCS, exit interviews are completed by the Workforce Development Officer. In GCSWS, exit interviews are completed by the dedicated HR Co-ordinator.
10. For those leaving in Q2, we received 10 exit interview forms from 12 voluntary leavers. This is a return rate of 83.3%, compared to 44% in Q1. This figure is an increase compared to the average of 43.6% of exit interviews received in 2019-20 and 38.1% received in 2020-21. As Exit Interviews are now conducted by HR, it is expected that this significant increase in completion rates will be sustained.
11. 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 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?”. See **Charts 5 and 6** for a summary of the responses to these questions.
12. We are now able to include information relating to Joiners: see **Chart 7 – Joiners per Service Area, Q2**.

## Recruitment

13. Please see **Charts 8, 9 and 10** for Recruitment info.
14. Please note that in Q2, Market Factor Supplements were awarded to Project Managers in response to market concerns. With the introduction of iTrent, we are now able to run a more accurate report regarding Market Factor Supplement payments. This figure has significantly increased this Quarter.
15. Concerns around retention particularly at GCSWS have led to an introduction of a Retention Scheme in Q3. This is targeted at Drivers, who will receive payments of £2400 over a 2 year period, at quarterly intervals.
16. At the start of Q2, the number of temporary workers in each department was as follows: 23 (18.85%) in Greater Cambridge Shared Planning, 5 (7.35%) in Transformation, 6 (7.5%) in Finance, 1 (2.17%) in Shared Waste & Environment and 30 (18.4%) in GCSWS.

17. Since January 2021 the recruitment team has been working to create a new Casual Worker Bank to support the Council to reduce agency fees. In this quarter 4 new casual workers started within posts that would normally be filled with an agency worker, reducing agency spend. We are working to add more workers to the bank to enable a pool of skilled talent that we can call upon.
18. Note that no Golden Hello Payments were paid in Q2. 4 role was advertised, with 6 new eligible hires. These employees will receive their Golden Hello Payments upon the successful completing of their probationary periods.
19. The Recruitment Coordinators have been busy this quarter and there continues to be high volume of recruitment forecast for October to December. 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.
20. 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.
21. HR deliver Manager Induction training sessions, currently remotely. This is both for newly promoted managers and new recruits to the Council. The intention is to run these sessions quarterly, and there are further sessions planned for 2021-2. A session was scheduled for Q2, however there were no delegates. Another session is scheduled for Q3.
22. The Council is currently finalising its' Apprenticeship strategy. From this quarter, we have separated the Apprenticeship data, so that we can identify external, new hire Apprentices and existing staff who are undertaking an Apprenticeship. See **Chart 11** for the detail. Incentive payments were extended by the Government to the end of January 2022 and we hope to have a new Cohort of Internal Apprenticeships start in 2022.

## Wider Context

23. The most recent Labour Market Report<sup>3</sup> from the CIPD was published in November 2021. Recruitment difficulties are increasing, as we can see in our data as well as in the Labour Market Report. Almost half employers are reporting hard-to-fill vacancies, particularly when filling low-skilled vacancies. Our fill rate was 55% for Q2. We have introduced new Retention measures in Q3 affecting GCSWS, highlighted in the Report. Other organisations are taking positive action to attract the best candidates, including raising pay, upskilling and hiring

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<sup>3</sup> [Labour Market Outlook: November 2021](#)

more Apprentices. One in five employers are also improving the quality of work they offer.

## **Other data**

24. At the committee reviewing Q1 Reports, data was requested about internal career progression. This was a factor in many employees leaving the Council in Q1. In particular, Members spoke about the fact that the Contact Centre Advisor is intended to be an entry-level role, enabling employees to progress to more senior customer service-related roles. Data for 2020 and 2021 has been analysed; there were 89 internal appointments and 2 employees were identified during this time who had secured other roles within the Council after working at the Contact Centre.
25. Data around Agency staff, giving breakdowns at Service Area level, has been included earlier in the report.

## **Equality and Diversity**

26. The new iTrent HR system enables reporting on the diversity of all leavers by age, ethnicity, gender, disability and religion. We don't have 2021 Census data to compare this to yet. However, the reporting of Leavers data is a very manual process. This is in contrast to the Joiners breakdown, which is produced as part of the Analytics Package. As the number of leavers has also decreased from Q1 to Q2, there is a question around how much value this data would add. Currently this is not included with this report. If Members want this data, we can provide it after the Committee meeting.
27. We have previously included information on the diversity of Apprentices. This requires looking at each individual Apprentice record, manually adding the data together. We can provide this data for future reports if the Committee recommends it, however, it does become a more manual report, and with it, increases the risk for reporting errors.

## **Conclusion**

28. The turnover rate has dropped after the sharp rise in Q1.
29. The most common reasons for voluntary turnover cited in exit interviews were linked as they included more career progression, higher salary and personal reasons.
30. The number of roles advertised increased significantly from 25 to 56 in Q2. In contrast, the fill rate decreased to 55% compared to the previous quarter.

31. The number of staff who internally transferred to new roles was the highest in over 12 months. This demonstrates 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.
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.

## **Alignment with Council Priority Areas**

### **A modern and caring Council**

- 42. By monitoring Retention and Turnover levels, and making any necessary recommendations, we can ensure that the Council is structured and appropriately resourced to deliver the ambitions of our communities.

## **Appendices**

Appendix A: Q2 21-22 Turnover New Final Report.

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