



Report to:	Employment and Staffing Committee 10 November 2022
Lead Cabinet Member:	John Williams
Lead Officer:	Jeff Membery

RETENTION AND TURNOVER REPORT: QUARTER 2 (Q2) 1st July 2022 – 30th September 2022

Executive Summary

1. This report provides an analysis of the turnover of staff between 1st July 2022 and 30th September 2022. 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.

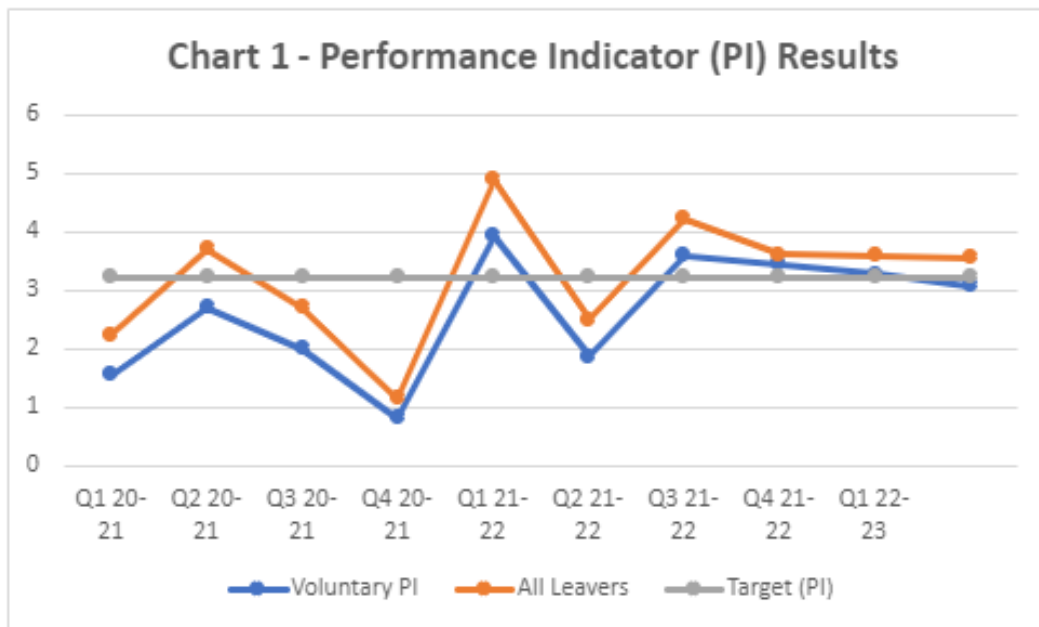
Reasons for Recommendations

4. This information report forms part of the Employment and Staffing Committee framework for monitoring the Council's staffing resource.

Details

Turnover

- The Performance Indicator (PI) value for Q2 1st July – 30th September 2022 is 3.57% (based on an average headcount of 645). This equates to a combined total of 23 leavers: 16 voluntary and 7 involuntary leavers. In Q1 1st April 2022 – 30th June 2022 the PI value was 3.60% (based on an average headcount of 642). The quarterly target for voluntary leavers* is 3.25%¹.



- Detailed information about the breakdown of Joiners, Leavers and Turnover by Service Area can be found in the new Workforce Analytics package for Q2. This includes separate figures for Environment and Shared Waste.

Recruitment

- Please see **Charts 2, 3 and 4** below for Recruitment information. The number of roles advertised increased to 78 which was an increase from 69 in Q1 but still below the peak of 103 in Q4 of the previous year.
- In Q2 9 posts were re-advertised after unsuccessful recruitment campaigns.
- For Q1 and Q2, the number of temporary workers (agency) in each department was as follows:

¹ 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).

Service Area	Q1 (71) (% of total agency workers)	Q2 (69) (% of total agency workers)
GCSPS	16 (23%)	15 (22%)
Transformation	4 (6%)	6 (9%)
Finance	2 (3%)	1 (1%)
Housing	1 (1%)	1 (1%)
SW&E (excl GCSWS)	2 (3 %)	2 (3%)
GCSWS	46 (65%)	44 (64%)
Economic Development & Investment	0 (0%)	0 (0%)

Wider Context

10. The most recent CIPD Labour Market Report² was published in the summer of 2022. 47% of employers have hard-to-fill vacancies and so are focusing on recruitment and retention. This suggests the current recruitment issues that the Council have been experiencing are common across all sectors of the economy. The report recommends three actions for employers. The first is to focus on the existing workforce by offering training to upskill or reskill staff to support employee engagement and retention. The second is to take time to review the employee value proposition to ensure the benefits offered are relevant to applicants and that these are clearly communicated. The third is to be flexible in developing or revising reward packages. The recent recruitment of a new Learning and Development Officer will help to achieve the goal of reviewing employee training needs. Further, the Council's proposal to begin a 4-day week trial in January 2023 offers prospective employees a unique benefit which aligns with the other suggestions.

² [Labour Market Outlook Summer 2022](#)

Conclusion

11. The turnover rate has only increased marginally since the previous quarter. This reflects a continuation of the stable trend seen over the last few quarters. The most notable difference is an increase in the percentage of people accepting new jobs within the private sector compared to the public sector. This is an early indication that the benefits of working in the private sector may have become more attractive compared to the public sector in recent months. This will need to be monitored to determine if this is the start of a trend. Further, given one of the other most cited reasons for leaving is achieving a better work-life balance, exploring new methods for improving retention at the Council might have significant benefits.

Options

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

Implications

13. 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

14. 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

15. 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.

Risks/Opportunities

16. The council will seek to mitigate and eliminate risks associated with employment relations matters for example, change management, case management and involuntary leavers.

17. Current identified risks in relation to recruitment challenges are included on the risk register. The council continually reviews measures to mitigate this risk.
18. 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

19. 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 22-23 Turnover Charts

Report Author:

Jonathan Corbett – HR Advisor
Telephone: (01954) 713244

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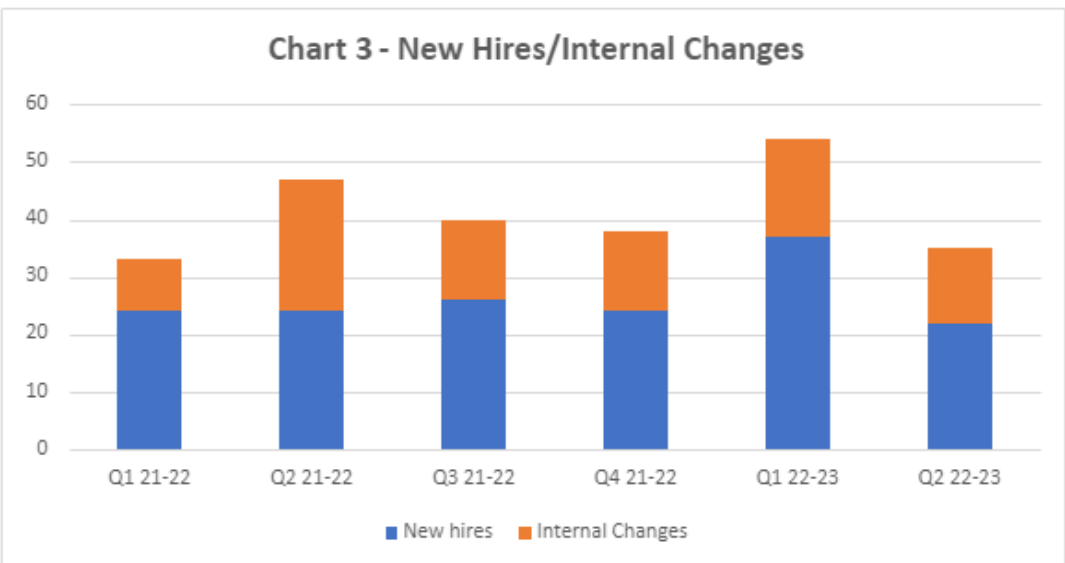
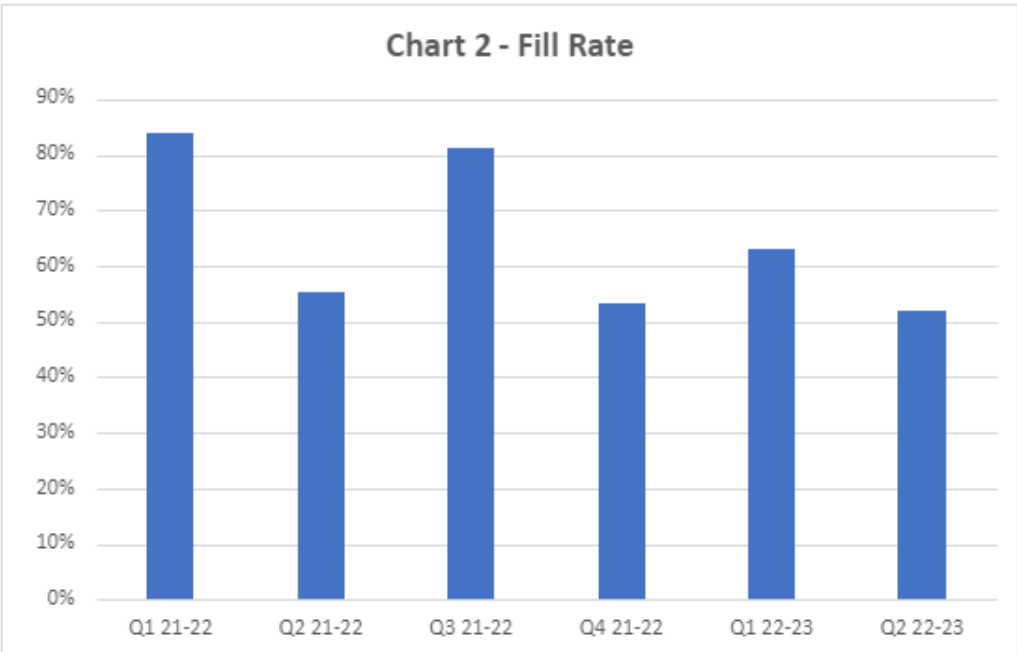


Chart 4 - Work Experience/Apprenticeships

