

Report to:	Employment and Staffing Committee 2023
Lead Cabinet Member:	Councillor John Williams
Lead Officer:	Jeff Membroy- Head of Transformation, HR and Corporate Services

RETENTION AND TURNOVER REPORT: QUARTER 3 (Q3) 1st October 2022 – 31st December 2022

Executive Summary

1. This report provides an analysis of the turnover of staff between 1st October 2022 – 31st December 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.

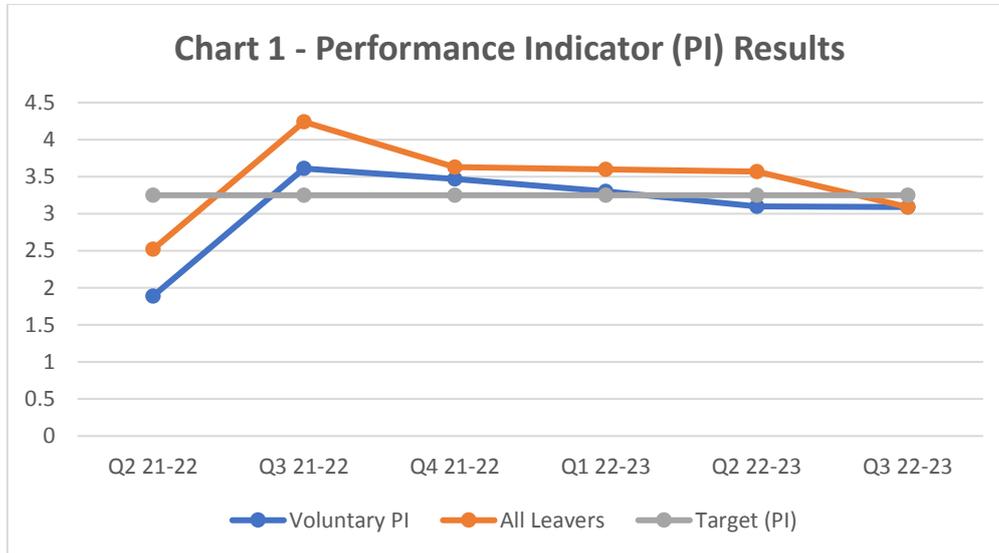
Reasons for Recommendations

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

Details

Turnover

5. The Performance Indicator (PI) value for Q3 (1st October 2022 – 31st December 2022) is 3.09%. This is a +0.48% percent improvement on Q2 2022 and a +0.51% improvement on Q1 2022. The quarterly target for voluntary leavers* is 3.25%¹. For Q3 there were a total of 20 voluntary leavers.



6. Detailed information about the breakdown of Leavers and Turnover by Service Area can be found in the new Workforce Analytics package for Q3. This includes separate figures for Environment and Greater Cambridge Shared Waste.

Recruitment

7. Please see **Charts 2, 3 and 4** below for Recruitment information. The number of roles advertised decreased to 72.
8. In Q3 7 posts were re-advertised after unsuccessful recruitment campaigns.
9. For Q1, Q2 and Q3, the number of temporary workers (agency) in each department was as follows:

Service Area	Q1 (71) (% of total agency workers)	Q2 (69) (% of total agency workers)	Q3 (77) (% of total agency workers)
GCSPS	16 (23%)	15 (22%)	18 (23%)
Transformation	4 (6%)	6 (9%)	7 (9%)
Finance	2 (3%)	1 (1%)	1 (1.3%)

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).

Housing	1 (1%)	1 (1%)	2 (2.6%)
SW&E (excl GCSWS)	2 (3%)	2 (3%)	2 (2.6%)
GCSWS	46 (65%)	44 (64%)	45 (58.44%)
Revenue and Benefits	NA	NA	2 (2.6%)

Wider Context

10. The most recent CIPD Labour Market report² was published in the autumn of 2022. 46% of employers have hard-to-fill vacancies and are focusing on recruitment and retention. Most commonly in transport and storage. The positive for the Council is that our Shared Waste Service is nearly operating at full capacity currently with very few vacancies. The top response to hard to fill vacancies has been to upskill existing staff (47%), the second was to raise pay (44%) (up by 29% in the previous quarter). With fewer employers planning to raise wages in the future in response to hard to fill vacancies (24%).

The main recommendations from the report are to focus on your existing workforce. Offer training to upskill or reskill staff to fill the skills gaps and to help employee engagement and retention. Suggestion internal secondments as a means of providing development opportunities. Hannah Stevens, the Learning and Development Officer, will be reviewing our existing training programme including further promotion of our apprenticeship programme.

A further recommendation is to help alleviate cost of living strains in the workforce by providing financial wellbeing support to employees. We currently have access to financial wellbeing support through our employee assistance programme provider. We have also recently rolled out a health care cash plan to all staff.

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.

Conclusion

11. We continue to see a stable trend as seen over the last two quarters. We have seen a decline in apprenticeships starting. We will be using National Apprenticeships Week – 6-12th February 2023 – to highlight the benefits of apprenticeships internally and externally. This will include attending an

² [Labour outlook report Autumn 2022](#)

apprenticeships careers fair for school children (years 10-13), organised by Form the Future, and running an internal presentation by an apprenticeship's provider, Paragon.

The data for Q3 22-23 (Chart 4) shows we are advertising more positions than in the same period last year. Anecdotal feedback from Paragon suggests we have few candidates in the area for whom apprenticeships are an attractive option.

12. We continue to see an increase of leavers moving to the private 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. The impact of the 4DW trial will likely be seen over the coming quarters.

Options

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

Implications

14. 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

15. 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

16. 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

17. The council will seek to mitigate and eliminate risks associated with employment relations matters for example, change management, case management and involuntary leavers.
18. Current identified risks in relation to recruitment challenges are included on the risk register. The council continually reviews measures to mitigate this risk.
19. 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

20. 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: Q3 22-23 Turnover Charts

Appendix B: Workforce Analytics Package Q3

Report Author:

Bethan Gregory

Appendix A: Q3 22-23 Turnover Charts

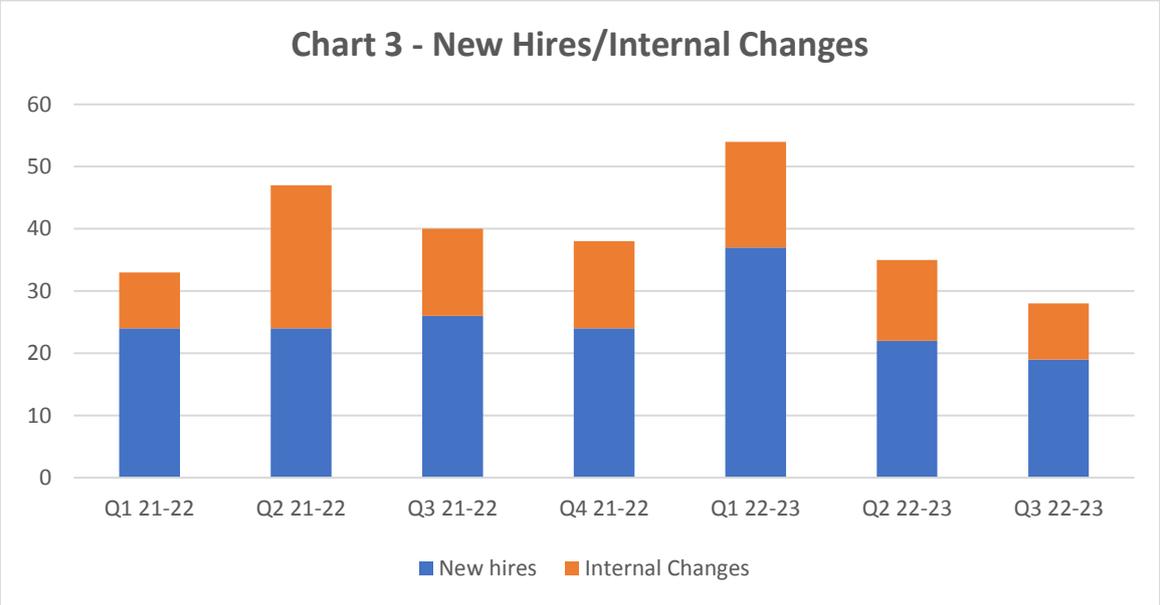
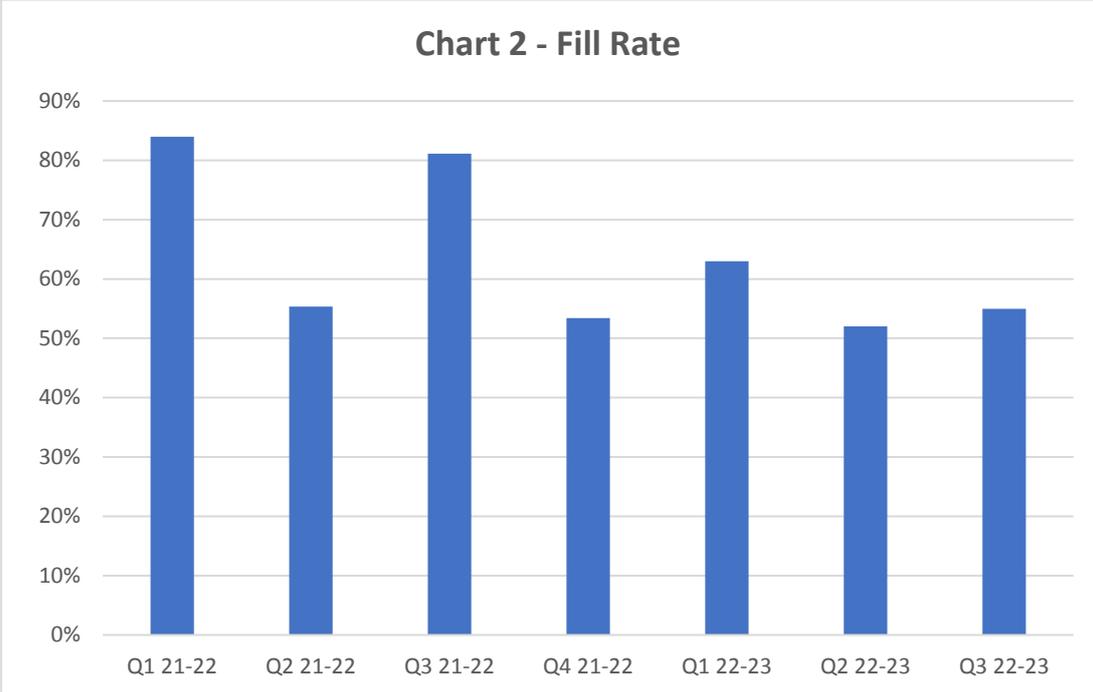


Chart 4 - Work Experience/Apprenticeships

