

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Senior Management Team
Resources, Staffing, Information and
Customer Services Portfolio Holder
6 November 2006
21 November 2006

AUTHORS: Chief Executive/HR Officer

LEAVERS APRIL 2006 – SEPTEMBER 2006

Purpose

1. This report is for information and provides an analysis of leavers between 1 April 2006 and 30 September 2006.

Executive Summary

2. (a) The PI target for voluntary leavers is 13.0% for 2006/ 07. The value for April – September 2006 is 5.18 %, giving an end of year estimate of 10.36%. Voluntary leavers currently does not include redundancies, ill health retirements, ending of fixed term contracts or people opting to leave at 65 or internal transfers.
(b) The rate of leavers taking into account all leavers is 12.09%
3. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. All employees are encouraged to have an exit interview, but during the period HR/ Payroll received only 12 exit interview forms.
4. Management team and the Portfolio Holder are recommended to noted the contents of the report and to support a review of the paperwork and a reminder to managers of the importance of conducting exit interviews.

Background

Table showing voluntary leaver values

Year	Actual rate of voluntary leavers (%)	Target (%)	Comments
06/07	10.36 (estimate after 6 months)	13.00	Restructuring
05/06	10.11	10.00	Capping announcement July 2005
04/05	8.10	12.00	Move to Cambourne May 2004
03/04	8.00	20.00	Pay Agreement July 2003 Restructuring
02/03	12.00	20.00	
01/02	22.20	13.50	
00/01	23.00	15.00	

5. The table shows a slow increase in the numbers from the low level of 2003/ 04.

Considerations

Table showing reasons for leaving

Reason for leaving	Number of employees April – Sept 06	Number of employees 05 – 06
Change of area	3	6
Move within public sector	3	1
Move to private sector	2	
Improvement in salary	2	1
College	1	2
Career		16
Voluntary leaver – no reason specified	8	16
Resignation to retire pre 65	1	2
Women retiring post 60 but pre 65	3	8
Other – personal reasons	1	8
Redundancy	28	10
Dismissal due to ill health	1	3
Dismissal due to conduct		2
Retirement at 65	1	2
End of fixed term contract	2	2
Ill health retirement		1
Probation period failure		1
Total	56	81

6. The above information is taken from Leavers Forms sent by Managers to HR/Payroll. In addition managers should be holding exit interviews with staff to identify any other information, which might help to identify trends and issues causing employees to leave. In the period April – September HR only received 12 forms. It is possible that exit interviews have been conducted and paperwork put on Personnel files but the number of forms received seems to have been declining over the last 18 months. This affects the reliability of the data provided.
7. Analysis of the exit interviews shows that the loss of flexi time was a common issue appearing on 11 out of the 12 forms. Another common theme was the open plan environment leading to a loss of confidentiality. This was particularly commented on in the ground floor Housing area. The working environment and the heating continue to be a common theme. 3 of the forms were completed by managers other than the immediate line manager or HR at the request of the employee. All forms commented on good working relationships with immediate colleagues but worryingly there were several comments about the lack of cross working relationships and poor communication between teams.

Options

8. The report is for information only so there are no options.

Implications

10.	Financial	There are financial implications in the costs of advertising and recruitment of replacement staff. There may also be financial implications for covering of work if standard of service to be maintained.
	Legal	There are no legal implications
	Staffing	A certain level of turnover is healthy for an organisation.
	Risk Management	The risks are low level.
	Equal Opportunities	At present limited monitoring is done on the diversity of voluntary leavers.

Consultations

11. There have been no consultations on this report.

Effect on Annual Priorities and Corporate Objectives

12.	Affordable Homes	Employees leaving the Council can have an impact on the service the Council provides in terms of loss of skills and experience. This can affect the capacity to deliver the Council's objectives, particularly if there is a delay in recruitment or a failure to recruit.
	Customer Service	
	Northstowe and other growth areas	
	Quality, Accessible Services	
	Village Life	
	Sustainability	
	Partnership	

Recommendations

13. It is recommended that
- (a) The contents of the report are noted;
 - (b) Management Team and the Portfolio Holder support a review of the Leavers Form and Exit interview Form and all managers, team leaders and supervisors being reminded of the importance of conducting exit interviews to ensure the authenticity of the data reported on.

Background Papers: the following background papers were used in the preparation of this report: None

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