

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Senior Management Team
Resources, Staffing, Information and
Customer Services Portfolio Holder

AUTHOR/S: Chief Executive/ HR Officer/

2nd May 2007
22nd May 2007

LEAVERS APRIL 2006 – MARCH 2007

Purpose

1. This report is for information and provides an analysis of leavers between 1st April 2006 and 31st March 2007.

Executive Summary

2. (a) The PI target for voluntary leavers is 13.0 % for 2006/ 07. The actual PI value for April 2006 – March 2007 is 9.40%. Voluntary leavers 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 19.02 %.
3. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. All employees are also encouraged to have an exit interview, but during the period HR/ Payroll received only 24 exit interview forms. Circumstantial evidence appears to support the view that many employees are declining the opportunity.

Background

Table showing voluntary leaver values

Year	Actual rate of voluntary leavers (%)	Target (%)	Comments
06/07	9.40	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	

4. The table shows a decrease in the voluntary lavers for 2006/ 07.

Considerations

Table showing reasons for leaving

Reason for leaving	Number of employees April 06 – March 07	Number of employees 05 – 06
Voluntary leavers		
Change of area	4	6
Move within public sector	7	1
Move to private sector	5	
Improvement in salary	2	1
College	2	2
Career	2	16
Voluntary leaver – no reason specified	10	16
Resignation to retire pre 65	2	2
Women retiring post 60 but pre 65	8	8
Other – personal reasons	1	8
Total	43	60
Voluntary leavers but not included in PI (change in legislation December 2006)		
Retirement at 65	3	2
Total	3	2
Involuntary leavers		
Redundancy	32	10
Dismissal due to ill health	3	3
Dismissal due to conduct		2
End of fixed term contract	2	2
Ill health retirement	1	1
Probation period failure		1
TUPE transfer	2	
Death in service	1	
Total	41	19
Total	87	81

5. The above information is taken from Leavers Forms sent by Managers to HR/Payroll. The table highlights that although the gross number of people leaving the Council voluntarily is down, the workforce is changing due to involuntary leavers, mainly through redundancy.
6. A certain level of turnover is healthy to an organisation but to be healthy this has to be because employees choose to leave an organisation, rather than being forced to leave. It is possible there may be a spike in voluntary leavers over the next months if the Improvement Plan does not yield the hoped for results.
7. The high level of involuntary leavers may account for the relatively low number of exit interviews completed and the revised form will show a “Declined interview” box for managers to show that they have offered an interview.

8. Analysis of the exit interviews continues to show that the open plan environment leading to a loss of confidentiality is still an issue, almost 3 years after moving to Cambourne. Working relationships with immediate colleagues continue to be good but there were several comments about the lack of cross working relationships and poor communication between teams. A majority of the forms received scored communications as average or poor. A couple of forms indicated that people had been appointed in the last 12 months, but continued to commute some distance and had found this unsustainable.

Options

9. 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 the contents of the report be noted.

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

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