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22 July 2019

To: Chairman – Councillor Henry Batchelor  
Vice-Chairman – Councillor Dawn Percival  
Members of the Employment and Staffing Committee – Councillors  
Sarah Cheung Johnson, Dr. Claire Daunton, Mark Howell, Peter Topping and  
John Williams

Quorum: 3

Substitutes: Councillors Sue Ellington, Graham Cone, Nick Wright, Heather Williams,  
Bunty Waters, Clare Delderfield and Peter McDonald

Dear Councillor

Please find a supplement for the next meeting of the **EMPLOYMENT AND STAFFING COMMITTEE**, which will be held in **SWANSLEY A - SOUTH CAMBRIDGESHIRE HALL** at South Cambridgeshire Hall on **THURSDAY, 25 JULY 2019** at **2.00 p.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution *in advance of* the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully

**Mike Hill**

Interim Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

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## AGENDA

**9. STAFF RECRUITMENT AND RETENTION - QUARTERLY PERFORMANCE REPORT**

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# Agenda Item 9

**REPORT TO:** Employment and Staffing Committee  
**LEAD OFFICER:** Susan Gardner-Craig

25<sup>th</sup> July 2019

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## **RETENTION AND TURNOVER REPORT: QUARTER 1 (Q1) 1 April – 30 June 2019**

### **Purpose**

1. This report provides an analysis of the turnover of staff between 1 April – 30 June 2019. The reason for this report and the regular reporting on an organisation's turnover is to highlight trends, inform recruitment decisions and enable SCDC to develop a resource strategy and/or to drive change in a team or area of the business and to ensure the achievement of the organisation's goals.
2. This is not a key decision because it is for information only.

### **Recommendations**

3. It is recommended that:
  - a) Employment and Staffing Committee note the report and actions taken following exit interviews.

### **Reasons for Recommendations**

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

### **Background**

5. The Performance Indicator (PI) value for Q1 (1 April – 30 June 2019) is 3.26% (based on a headcount figure of 552 at 1 April 2019). The quarterly target for voluntary leavers\* is 3.25%<sup>1</sup>.
6. The rate of all leavers (taking into account both voluntary and involuntary leavers) is 3.44% for Q1. (Including redundancies and end of fixed term contracts.)
7. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. Exit Interviews are compulsory for all leavers (unless inappropriate – for example in the case of dismissal due to disciplinary or

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<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).

capability issues). For those leaving in the period 1 April – 30 June 2019 the HR team received 12 exit interview forms (61.1% - out of the 18 voluntary leavers as 1 exit interview was received from an involuntary leaver).

8. The breakdown of reasons for leaving can be found at Appendix A.
9. There was a decrease in both the number of voluntary and involuntary leavers compared to last quarter.
10. Compared to last quarter, there was an increase in the number of exit interview forms received from 36% in Q4 (2018-19) to 61.1% in Q1 (2019-20). The exit interviews enable us to gain feedback from staff and establish why they have chosen to leave the organisation. In addition, exit interviews help to identify trends and areas of concern on which the Council can make improvements. Managers are expected to carry out exit interviews and completion is encouraged by HR. The employee can request to have their exit interview with a member of the HR team.

### Considerations

11. Appendix A is compiled from information contained in Leavers' Forms sent by Managers to HR/Payroll.
12. The following information was gathered from the exit interviews during which employees raised issues pertaining to and, any action taken by the manager/HR. The Exit Interview form has been revised to capture more information on staff feedback and manager actions to be taken.

Issue raised	Action taken by manager/HR
Benefits, salaries, staff development	Staff survey recently done. Responses will be considered and proposed actions communicated to staff. Corporate Training delivered throughout the year for employees. Staff supported with professional development.
Issues raised in relation to ICT	Management are aware of on-going ICT issues and it is hoped that these will be resolved through the Council Anywhere project.
Communication, lack of leadership	Interim Chief Executive in post and new Chief Executive appointed. Staff kept informed about organisational changes through Insite and team briefings.
Staffing levels and workload too high, particularly in GCSPS	There is on-going recruitment as part of the restructure of the Shared Planning Service.

13. A section is included on the exit interview form for managers to provide detail on any actions they have taken as a result of the employee's feedback. The manager can also add comments in cases where the views of the manager may not be the same as the individual's.

### **Recruitment**

14. The number of staff joining the Council on a permanent or fixed term contract in the same quarter was 28.
15. 10 members of staff changed positions internally.
16. Total number of staff who started new roles within the Council was 38.
17. There were 5 external candidates who were working as agency temporary workers and started permanent contracts within this quarter.
18. 20 members of staff were acting up in the period.  
25 members of staff were on secondment  
28 members of staff are in receipt of a market supplement.
19. No apprentices started within this quarter, however we have been advertising 4 apprentice opportunities and we are still speaking with recruiting managers about opportunities for new posts or opportunities within their team to start an apprenticeship. We will be advertising a minimum of 5 apprenticeship vacancies within the next quarter.
20. There was one work experience student within this period. 1 Apprentice joined the Council within this period.
21. There were 42 roles advertised in this period. 20 advertised in April, 14 in May and 8 in June.
22. 33 roles were appointed to, giving a vacancy fill rate of 78.5%
23. There were 11 roles that will need to be re-advertised; this was because there were no suitable candidates for these particular posts. 3 of the vacancies are now re-advertised with golden hello payments to encourage experienced / qualified professionals to apply for the harder to fill vacancies.
24. The Recruitment Coordinator has been busy this quarter and there continues to be high volume of recruitment forecast for July-September 2019. The Recruitment Coordinator is now preparing for future recruitment / advertising in the next quarter and looking at new ways of working with the managers to ensure a smooth and successful process.
25. The Council has also introduced golden hellos and an employee referral scheme to improve both the quality and number of candidate applications.

26. During this quarter health and well-being sessions on a range of topics were held at lunchtime, as well as a number of events during Learning at Work week in May 2019.

## **Conclusion**

27. The turnover rate is very slightly (0.01%) over the quarter target. When looking at the reasons given, three cited career progression and a further three cited leaving the area. The remaining voluntary leaving reasons included improved salary and retirement. Seven voluntary leavers did not specify a reason for leaving. Out of the 18 voluntary leavers, two moved to the private sector and four to the public sector.
28. The number of staff who have internally transferred roles and are acting up or on secondments within the Council is positive and shows 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.
29. The Council has demonstrated it looks for new avenues to continue to recruit the best talent available by looking at alternative digital recruitment solutions and seeking to look at recruiting Apprentices. The Council has also streamlined its recruitment application process and offered incentives for applications as referred to previously.
30. The Council continues to seek feedback into the all aspects of the employee life cycle to make improvements to continue to support the retention of talent.
31. 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**

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

## **Implications**

33. In the writing of this report the author has taken account of the following implications:

### ***Financial***

34. 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***

35. 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 the organisation needs for the future.

### ***Risk Management***

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

### ***Equality and Diversity***

39. At present limited monitoring is done on the diversity of voluntary leavers.

### **Consultation responses (including from the Youth Council)**

40. Consultation was not deemed appropriate in this case.

### **Background Papers**

Where the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

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## Appendix A

Table for Quarters 1 to 4 2019-20, (1 April 2019 – 31 March 2020)

Reason for leaving	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Voluntary leavers</b>				
Change of area	3			
Improvement in salary	1			
Career progression	3			
Career break				
Non return from maternity/adoption/parental leave				
Voluntary leaver – no reason specified	7			
Resignation with early access to Pension (Pre 65, but post 60)	3			
Resignation with access to Pension (Post 65)	1			
Flexible Access to Pension (left w. pension access, but returned on reduced hours/post)				
Other – personal reasons				
<b>Total Voluntary Leavers</b>	<b>18</b>			
<b>Involuntary leavers</b>				
Redundancy				
Dismissal due to ill health/capability				
Dismissal due to conduct				
End of fixed term contract	1			
Ill Health Retirement				
Probation period failure				
TUPE transfer				
Death in service				
<b>Total Involuntary</b>	<b>1</b>			
<b>Grand Total</b>	<b>19</b>			

Table showing Leavers 2019-2020; breakdown by Service Area

Service Area	Q1	Q2	Q3	Q4
Health & Environmental Services	0			
GCSWS	4			
GCSPS	8			
Affordable Homes	4			
Revenues & Benefits	1			
Finance, Policy and Performance	0			
Business & Customer Services	1			
Chief Executive's Team	0			
HR	0			
Democratic Services including Elections	1			
Facilities	0			
<b>Total</b>	<b>19</b>			

Table showing Leavers Q1 2019-2020; breakdown by Service Area as a % of the total workforce

Service Area	Q1	Headcount	% of Leavers
Health & Environmental Services	0	47	0
GCSWS	4	171	2.3
GCSPS	8	110	7.3
Affordable Homes	4	111	3.6
Revenues & Benefits	1	47	2.2
Finance, Policy and Performance	0	14	0
Business & Customer Services	1	15	6.7
Chief Executive's Team	0	9	0
HR	0	12	0
Democratic Services including Elections	1	9	11.1
Facilities	0	7	0

**Table showing reasons for leaving (Previous 5 years, and YTD)**

Reason for leaving	Apr 14 – Mar 15	Apr 15 – Mar 16	Apr 16 – Mar 17	Apr 17 – Mar 18	Apr 18 – Mar 19	Apr 19 – YTD
<b>Voluntary leavers</b>						
Change of area	1	2		2	2	3
Move within public sector	3	8	1	7	4	
Move to private sector	6	6	1	4	9	
Improvement in salary	1	1		1	2	1
Career progression		1		3	9	3
Career break		1			1	
Voluntary leaver – no reason specified	15	10	38	24	30	7
Resignation to retire pre 65	n/a	n/a	n/a	n/a	n/a	
Women retiring post 60 but pre 65	n/a	n/a	n/a	n/a	n/a	
Retirement pre 60 with Council agreement	n/a	n/a	n/a	n/a	n/a	
Other – personal reasons		3			3	
Resignation with early access to pension (pre 65 but over 60)	2	1	1	1	2	3
Resignation with access to pension (over 65)	7	6	6	2	1	1
Flexible access to pension (left w. pension, returned P/T)			1		0	
<b>Total Voluntary Leavers</b>	<b>35</b>	<b>46</b>	<b>48</b>	<b>44</b>	<b>63</b>	<b>18</b>
<b>Voluntary leavers but not included in PI</b>	n/a	n/a	n/a	n/a	n/a	
Retirement at 65 or post 65 (change in legislation Dec 2006)	n/a	n/a	n/a	n/a	n/a	
Flexible retirement – (left w. pension, returned P/T)	n/a	n/a	n/a	n/a	n/a	
<b>Total Voluntary but not included in PI</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Involuntary leavers</b>						
Redundancy	10		2	2	3	
Dismissal due to ill health	1	3		1	3	
Dismissal due to conduct	4		2	2	3	
End of fixed term contract	3	1	4	2	2	1
Ill health retirement	1			1	4	
Probation period failure					0	
TUPE transfer	2	22			0	
Death in service			3		1	
<b>Total Involuntary</b>	<b>21</b>	<b>26</b>	<b>11</b>	<b>8</b>	<b>15</b>	<b>1</b>
<b>Grand Total</b>	<b>56</b>	<b>72</b>	<b>59</b>	<b>52</b>	<b>78</b>	<b>19</b>