

**REPORT TO:** Employment & Staffing  
Committee

**LEAD CABINET MEMBER:** Cllr John Williams

**LEAD OFFICER:** Susan Gardner-Craig

6<sup>th</sup> March 2020

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## **RETENTION AND TURNOVER REPORT: QUARTER 3 (Q3) 1<sup>st</sup> October – 31<sup>st</sup> December 2019**

### **Executive Summary**

1. This report provides an analysis of the turnover of staff between 1<sup>st</sup> October – 31<sup>st</sup> December 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.

### **Key Decision**

2. No

### **Recommendations**

It is recommended that Employment and Staffing Committee note the report and actions taken following exit interviews

### **Reasons for Recommendations**

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

### **Details**

4. The Performance Indicator (PI) value for Q3 (1<sup>st</sup> October – 31<sup>st</sup> December 2019) is 2.18% (based on a headcount figure of 551 at 1<sup>st</sup> October 2019). The quarterly target for voluntary leavers\* is 3.25%<sup>1</sup>.

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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).

5. The rate of all leavers (taking into account both voluntary and involuntary leavers) is 2.9% for Q3. (Including redundancies and end of fixed term contracts.)
6. 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 capability issues). For those leaving in the period 1<sup>st</sup> October – 31<sup>st</sup> December 2019 the HR team received 6 exit interview forms (50% - out of the 12 voluntary leavers)
7. The breakdown of reasons for leaving can be found at Appendix A.
8. There was a slight decrease in the number of voluntary leavers in this quarter. The number of involuntary leavers was the same compared to last quarter.
9. There was a slight increase in the number of exit interview forms received from last quarter – 44.4% in Q2, 50% in Q3 and 61.1% in Q1. However, this quarter's figures are still low.
10. 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 and improve the employee experience. Managers are required 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.
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.

Pay was also raised as an issue with some leavers in the resignation letters.

Issue raised	Action taken by manager/HR
Dissatisfied with outcome of GCSPS restructure. Lack of senior management support/respect Work volumes are unmanageable.	Points logged. HR to raise with Director of Planning.
Inconsistent approach across the Council, better understanding of	HR emailed about flexitime issue. Other issues logged.

resources needed before projects agreed to. Work life recognition and blame culture. Issue with flexitime policy	
Stop restructuring,	No action taken
Depot site needs to be better taken care of in terms of facilities and IT. Temperature Control in main office. IT not resolving issues promptly	
Better pay (GCSWS)	Mgr comments: pay scales according to Guidelines
Floor space could be fairer	Review of floor space being undertaken by Facilities

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 24.
15. 12 members of staff changed positions internally.
16. Total number of staff who started new roles within the Council was 36.
17. 2 apprentices started within this quarter. HR continue to liaise with recruiting managers about opportunities for new posts or opportunities within their team to start an apprenticeship. Our first cohort of Management Apprentices started this Quarter (all were internal candidates); there are 7 x Level 3 Apprentices and 5 x Level 5 Apprentices. We hope to launch Level 6 and Level 7 Management Apprenticeships later this year.
18. 10 members of staff were acting up in the period.  
1 member of staff was on secondment  
28 members of staff are in receipt of a market supplement.
19. There were 0 work experience students within this period.
20. There were 50 roles advertised in this period. 13 advertised in October, 20 in November and 17 in December.
21. 36 roles were appointed to, giving a vacancy fill rate of 72%
22. There were 6 roles that will need to be re-advertised from different service areas including Affordable Homes, Corporate Services and Planning. This was because there were no suitable candidates for these particular posts or, there were not enough suitable candidates to fill the number of positions

vacant, or because candidates withdrew their acceptance after a verbal offer has been made..

23. The Recruitment Coordinator continues to receive a high number of Manager requests leading to a high volume of recruitment forecast for January to March 2020. 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. A project looking at sponsorship of overseas staff has begun.
24. During this quarter lunch-time health and well-being sessions were held which were well attended by staff. In addition, coffee mornings have continued on a monthly basis which have also been well attended

## **Conclusion**

25. The turnover rate is under the quarter target. When looking at the reasons for leaving, the reasons were split between dissatisfaction with the GCSPS outcome & restructures, improved pay and relocating. The remaining voluntary leaving reasons included retirement. Out of the 12 voluntary leavers, three moved to the private sector and one to the public sector.
26. The number of staff who have internally transferred to new roles and are acting up within the Council is positive and shows that staff are keen to take on additional responsibilities and 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.
27. 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.
28. 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.
29. 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**

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

## **Implications**

31. 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**

32. 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**

33. 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. However, high turnover and the loss of important skills, knowledge and capacity can have a detrimental impact on staff morale and the Council's ability to deliver its business plan objectives.

### **Risks/Opportunities**

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

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

# Appendix A

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

Reason for leaving	Q1	Q2	Q3	Q4	YTD
<b>Voluntary leavers</b>					
Change of area	3	1	2		6
Improvement in salary	1	1	3		5
Career progression	3	4	3		10
Career break		1			1
Non return from maternity/adoption/parental leave					
Voluntary leaver – no reason specified	7	9	1		17
Resignation with early access to Pension (Pre 65, but post 60)	3				3
Resignation with access to Pension (Post 65)	1	1	1		3
Flexible Access to Pension (left w. pension access, but returned on reduced hours/post)					
Other – personal reasons		1	1		2
Other – dissatisfaction			1		1
<b>Total Voluntary Leavers</b>	<b>18</b>	<b>18</b>	<b>12</b>		<b>48</b>
<b>Involuntary leavers</b>					
Redundancy					
Dismissal due to ill health/capability		1			1
Dismissal due to conduct		1	1		2
End of fixed term contract	1		2		3
Ill Health Retirement		1	1		2
Probation period failure					
TUPE transfer					
Death in service		1			1
<b>Total Involuntary</b>	<b>1</b>	<b>4</b>	<b>4</b>		<b>9</b>
<b>Grand Total</b>	<b>19</b>	<b>22</b>	<b>16</b>		<b>57</b>

**Table showing Leavers 2019-2020; breakdown by Service Area**

Service Area	Q1	Q2	Q3	Q4
Health & Environmental Services	0	1	2	
GCSWS	4	7	9	
GCSPS	8	4	3	
Affordable Homes	4	4	1	
Revenues & Benefits	1	0	0	
Finance, Policy and Performance	0	0	0	
Business & Customer Services	1	0	1	
Chief Executive's Team	0	0	0	
HR	0	2	0	
Democratic Services including Elections	1	0	0	
Facilities	0	0	0	
<b>Total</b>	<b>19</b>	<b>18</b>	<b>16</b>	

**Table showing Leavers Q2 2019-2020; breakdown by Service Area as a % of the total workforce**

Service Area	Q3	Headcount	% of Leavers
Health & Environmental Services	2	53	3.77
GCSWS	9	165	5.45
GCSPS	3	109	2.75
Affordable Homes	1	117	0.85
Revenues & Benefits	0	48	0
Finance, Policy and Performance	0	16	0
Business & Customer Services	0	24	0
Chief Executive's Team	0	10	0
HR		11	0
Democratic Services including Elections	0	10	0
Facilities	0	7	0

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

Reason for leaving	04/14 – 03/15	04/15 – 03/16	04/16 – 03/17	04/17 – 03/18	04/18 – 03/19	04/19 – YTD
<b>Voluntary leavers</b>						
Change of area	1	2		2	2	6
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	5
Career progression		1		3	9	10
Career break		1			1	1
Voluntary leaver – no reason specified	15	10	38	24	30	17
Resignation to retire pre 65	n/a	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	n/a
Retirement pre 60 with Council agreement	n/a	n/a	n/a	n/a	n/a	n/a
Other – personal reasons		3			3	2
Other - dissatisfaction						1
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	3
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>47</b>
<b>Voluntary leavers but not included in PI</b>	n/a	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	n/a
Flexible retirement – (left w. pension, returned P/T)	n/a	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>0</b>
<b>Involuntary leavers</b>						
Redundancy	10		2	2	3	
Dismissal due to ill health	1	3		1	3	1
Dismissal due to conduct	4		2	2	3	2
End of fixed term contract	3	1	4	2	2	3
Ill health retirement	1			1	4	2
Probation period failure					0	
TUPE transfer	2	22			0	
Death in service			3		1	1
<b>Total Involuntary</b>	<b>21</b>	<b>26</b>	<b>11</b>	<b>8</b>	<b>15</b>	<b>9</b>
<b>Grand Total</b>	<b>56</b>	<b>72</b>	<b>59</b>	<b>52</b>	<b>78</b>	<b>56</b>

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