

**REPORT TO:** Employment & Staffing  
Committee

**LEAD CABINET MEMBER:** Cllr John Williams

**LEAD OFFICER:** Susan Gardner-Craig

14 January 2021

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**RETENTION AND TURNOVER REPORT: QUARTER 2 (Q2) 1<sup>st</sup> July-30<sup>th</sup>  
September 2020**

### **Executive Summary**

1. This report provides an analysis of the turnover of staff between 1<sup>st</sup> July – 30<sup>th</sup> September 2020. 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**

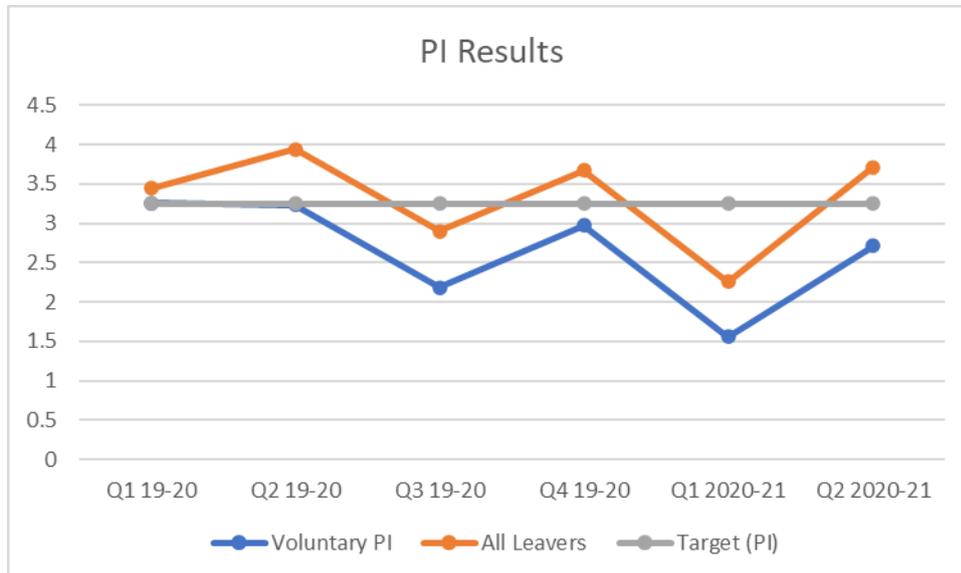
3. It is recommended that the Employment and Staffing Committee note the report. As with the Q1 report, we have made changes requested by ESC. We have now included more graphs and detailed information about Apprentices – including status (apprenticeships completed, in progress, paused or stopped), disability and ethnicity. Please feedback about the latest changes.

### **Reasons for Recommendations**

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

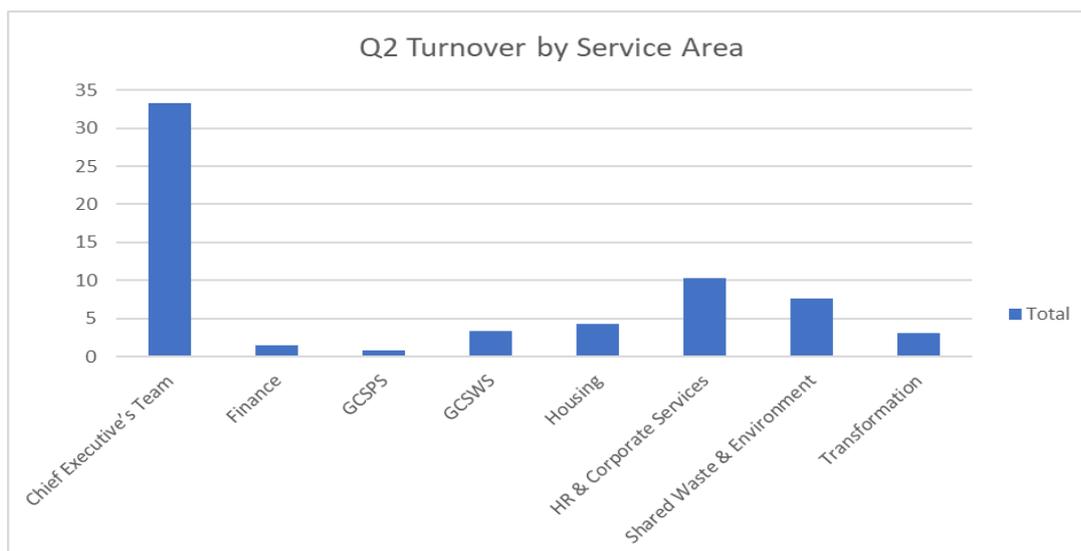
## Details

5. The Performance Indicator (PI) value for Q2 1<sup>st</sup> July to 30<sup>th</sup> September is 2.71% (based on a headcount of 592 on 1<sup>st</sup> July 2020). The quarterly target for voluntary leavers\* is 3.25%<sup>1</sup>.



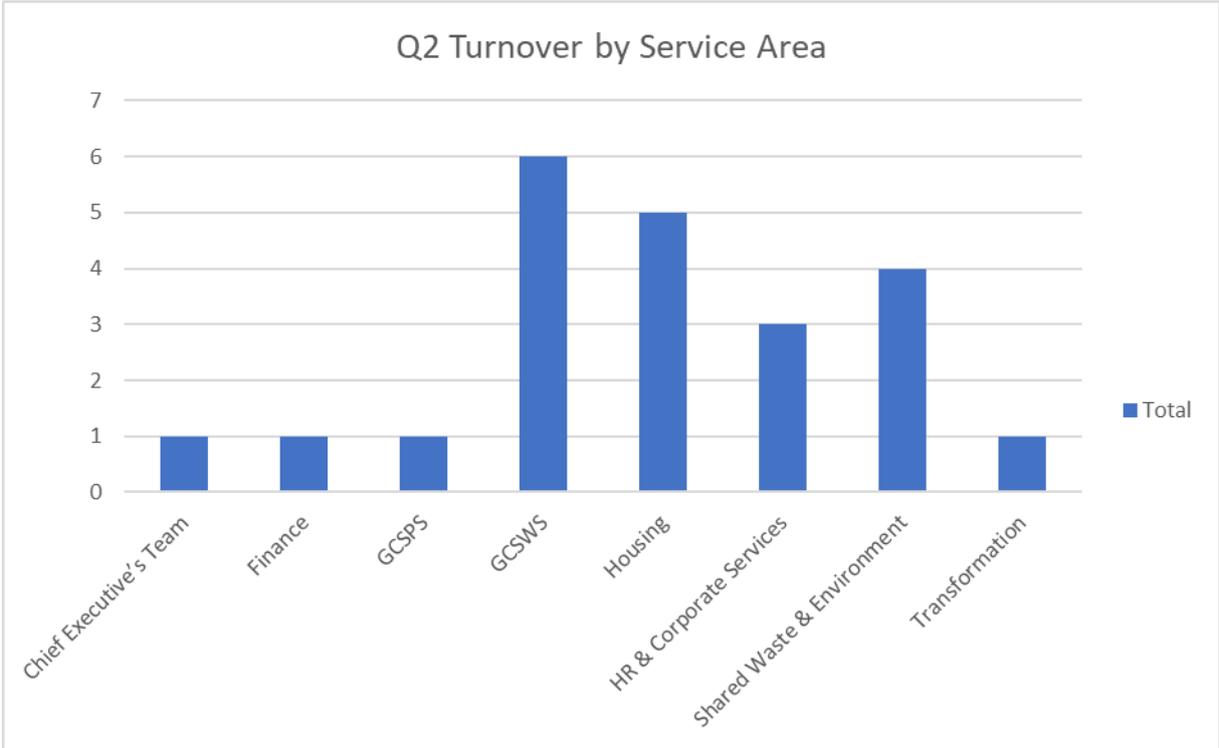
The rate of all leavers (taking into account both voluntary and involuntary leavers) is 3.71% for Q2. This equates to a combined total of 22 leavers: 16 voluntary and 6 involuntary leavers. Involuntary leavers include dismissals, redundancies and end of fixed term contracts. See tables below for the breakdown of Leavers and Turnover by Service Area.

### Q2 Leavers by Service Area (% of headcount)



<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).

**Q2 Turnover by Service Area**



Note – turnover is calculated as:  

$$\frac{\text{Leavers}}{\text{Headcount}} \times 100.$$

- 6. The Stability Index indicates the retention rate of experienced employees. This is calculated as:

$$\frac{\text{Number of staff with service of one year or more}}{\text{Total number of staff in post one year ago}} \times 100.$$

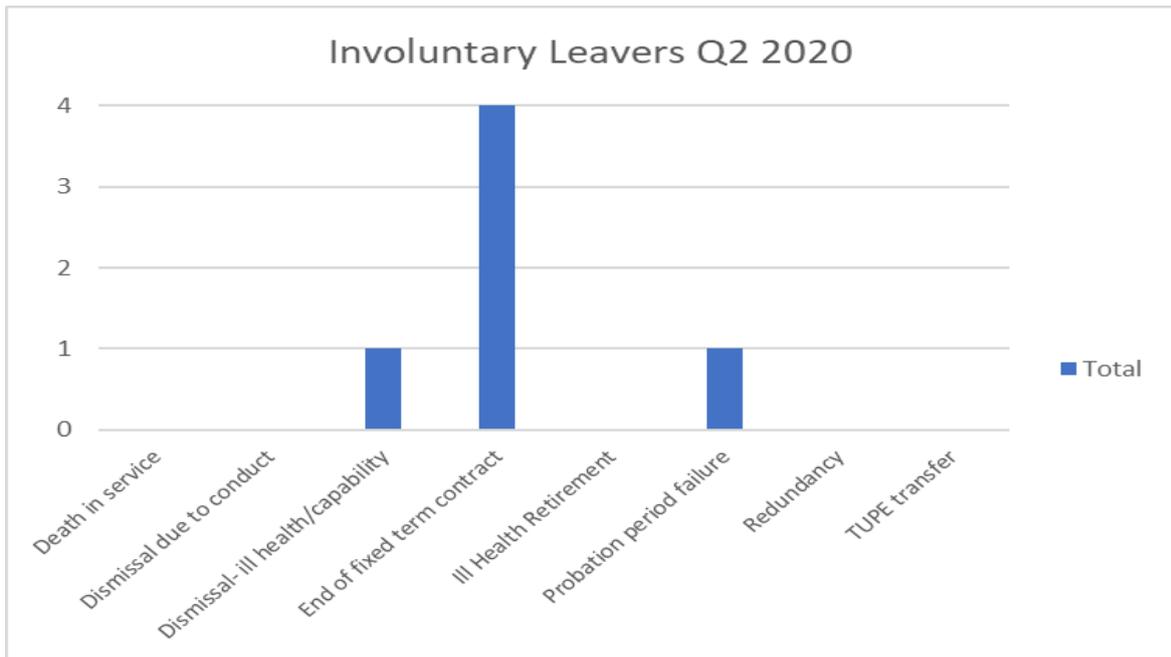
The Stability Index is 75.69%. This means that since last year 24.31% of staff have either started new internal roles or have left their employment with the Council. We will be able to provide further analysis and comparisons as the year progresses. A suggested target for this index is 80%. This implies there are regular progression opportunities, but organisational knowledge is not being lost through excessive turnover.

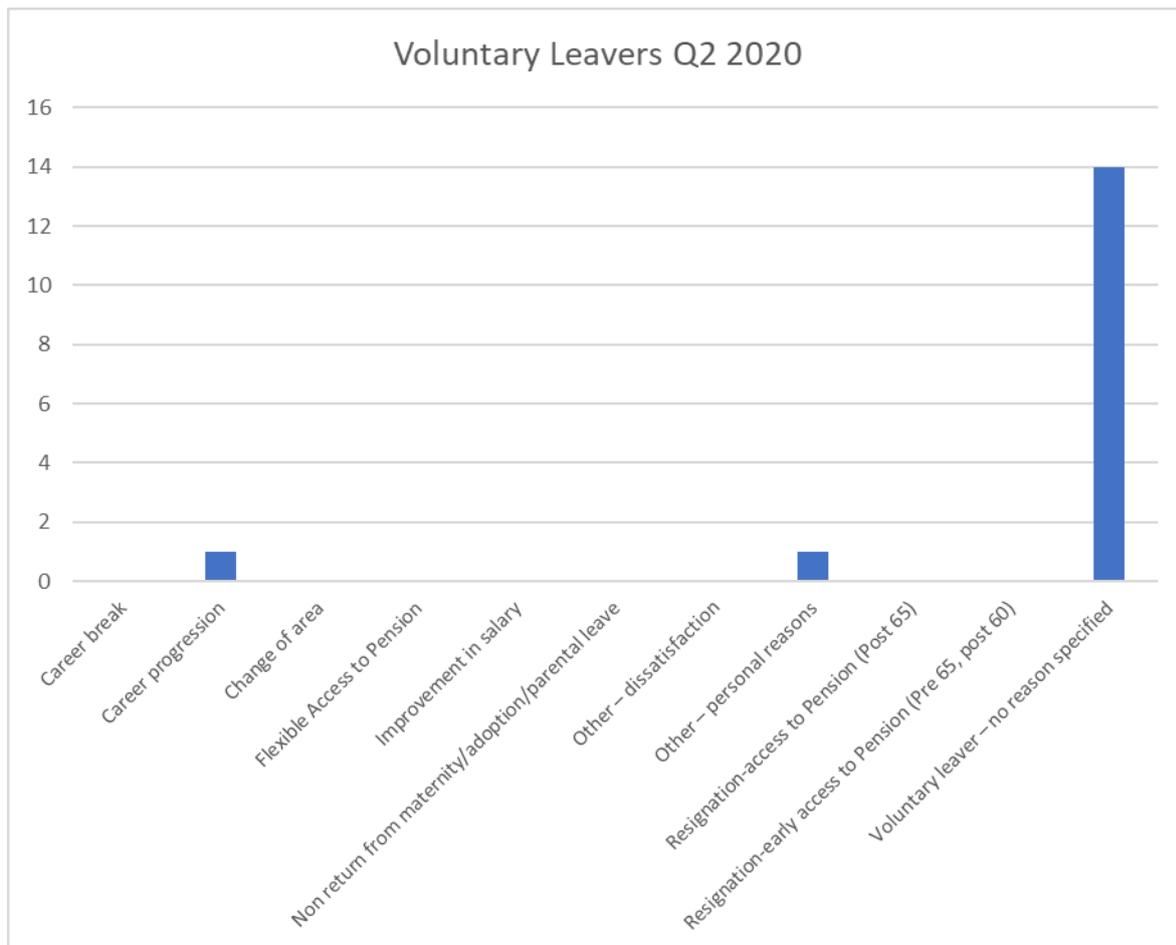
- 7. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. We have recently changed the Exit Interview process. Leavers before August 2020 should have had an Exit Interview with their Line Manager. From August 2020, employees can complete an online exit interview, and request a follow-up meeting with HR if they want to. As a result of low return rate in Q2, we have started to have a HR Advisor contact the leavers to ask them to complete the Exit Interviews online (an extra reminder) and giving them the option to complete it with a HR Advisor if they want. This will be done once the leavers paperwork is received. It is hoped that this will increase the Return Rate of Exit Interviews, and we can take the appropriate

action. In GCSPS, they will be completed by a HR team member in the first instance: The Workforce Development Officer.

8. For those leaving in this period, the HR team received 4 exit interview forms (out of the 16 voluntary leavers), which is a return rate of 25%. This is an increase from 9.1% in Q1 but still a significant drop from 58.8% in Q4; and 43.6% across 2019-20. This can be attributed to the fact that as many managers were not in the office with their team, they did not see their staff in-person, and then they did not complete them remotely. HR has contacted managers to chase exit interview forms (where applicable) and will be raising any concerns with Leadership Team.
9. The exit interviews enable us to gain feedback from staff and establish why our employees 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 and level of engagement. The breakdown of reasons for leaving can be found below:

### Q2 Reason for leaving





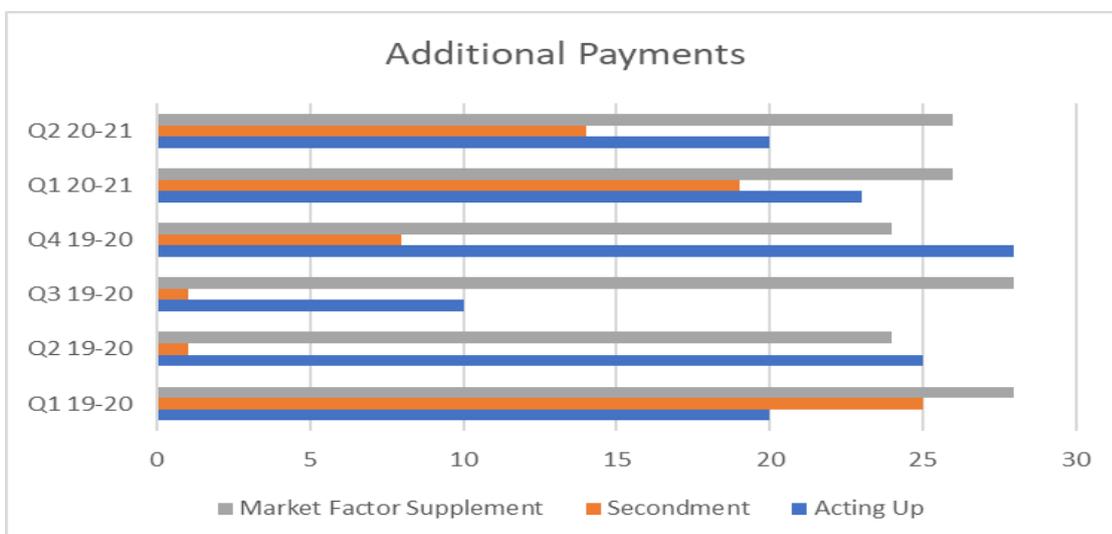
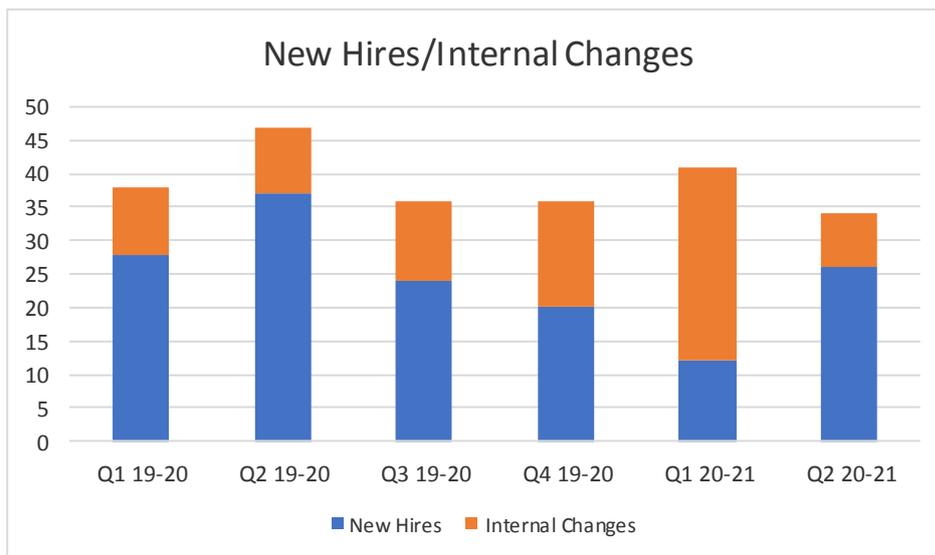
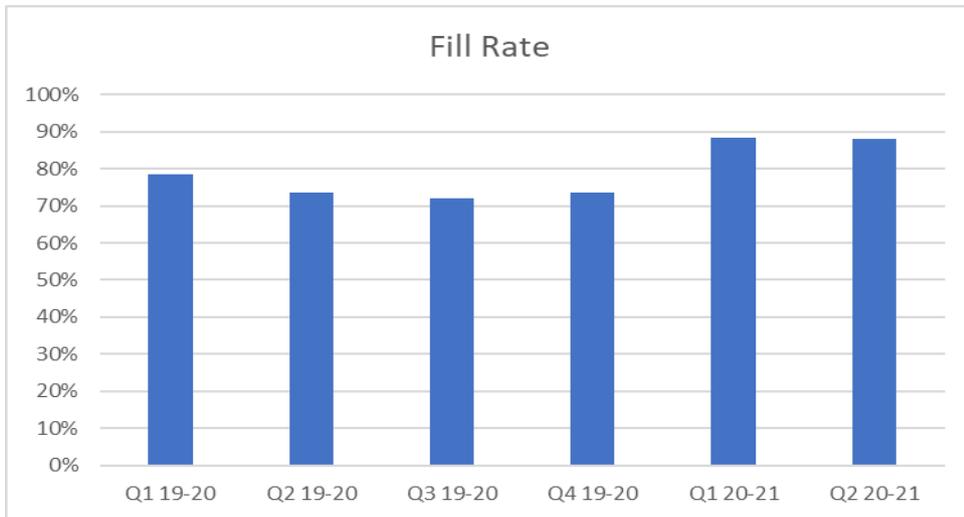
10. We have been unable to provide much data we usually source from Exit Interviews, due to this low return rate. We hope with the introduction of the new online Exit Interview, this figure will continue to increase over Q3. This would usually provide an overview of issues raised during the Exit Interview. There were only 4 received. No issues were indicated by 2 of the leavers, and 2 others raised some issues which have been highlighted to the relevant managers. There was an increase in the number of voluntary leavers in this quarter. The number of involuntary leavers was the same compared to last quarter.

11. On the new Exit Interview forms, HR can still log issues raised as part of the new exit interview process, and record action taken/next steps, e.g. if it has been necessary to raise issues with the line manager.

## Recruitment

12. There were 42 roles advertised in this period. 19 advertised in July, 4 in August and 19 in September. This is compared to 17 roles in Q1. 37 roles were appointed to, giving a vacancy fill rate of 88%. There were 5 roles that will need to be re-advertised; this was because there were no suitable

candidates for these particular posts, or the posts were withdrawn. Please see tables below for Vacancy Fill Rate - % of posts recruited successfully and the number of New Hires/Internal Changes.



Note that no Golden Hello Bonuses were paid in this Quarter. 1 role (Refuse Loader) was advertised, with 6 new hires, who will receive their Golden Hello Bonus upon the successful completing of their Probationary Period.

13. We have introduced a new Induction process for all employees. Since the implementation of the new HR induction and onboarding process we have had new employees who have all had remote inductions with a member of the HR team. This has been a success, with follow up meetings between 2 & 4 weeks later indicating that not only do the employees feel they have a 'face' in HR to talk to, but Managers are also feeling the benefit, freeing them up to ensure the new employee settles into their role more effectively without the added stress of sorting out (e.g.) Annual Leave entitlement, flexitime sheets and processing lots of forms.
14. We have also started rolling out a Manager Induction training session, delivered remotely. This is for both new Managers new to the Council, and new Managers, promoted from within the organisation. This was originally rolled out earlier in 2020 to all GCSPS Managers and has been adapted for delivery across the Council. We had 18 delegates in Q2. The intention is to run these sessions quarterly, and we have further sessions planned for Q3 and Q4.
15. The Recruitment Coordinators have been busy this quarter and there continues to be high volume of recruitment forecast for Oct – December, with a re-structure within the Waste & Environment Team. 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.

## **Conclusion**

16. The turnover rate is under the quarter target, although higher than in Q1. Lockdown continued through the beginning of the quarter. Recruitment levels and turnover increased during this quarter. The uncertainties around the economic climate and health and well-being may have had an impact on the lower turnover rate.
17. 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.
18. 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, including Market Factor Supplements and a Golden Hello Bonus. See Appendix C for breakdowns of these payments.

19. The Council continues to seek feedback into all aspects of the employee life cycle to make improvements to continue to support the retention of talent.
20. 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**

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

## **Implications**

22. 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**

23. 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**

24. 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**

25. The council will seek to mitigate and eliminate risks associated with employment relations matters for example, change management, case management and involuntary leavers.

26. Current identified risks in relation to recruitment challenges are included on the risk register. The council continually reviews measures to mitigate this risk.

27. 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**

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

29. We have included information on the diversity of Apprentices – and this is included in Appendix C.

## **Appendix A - acronyms**

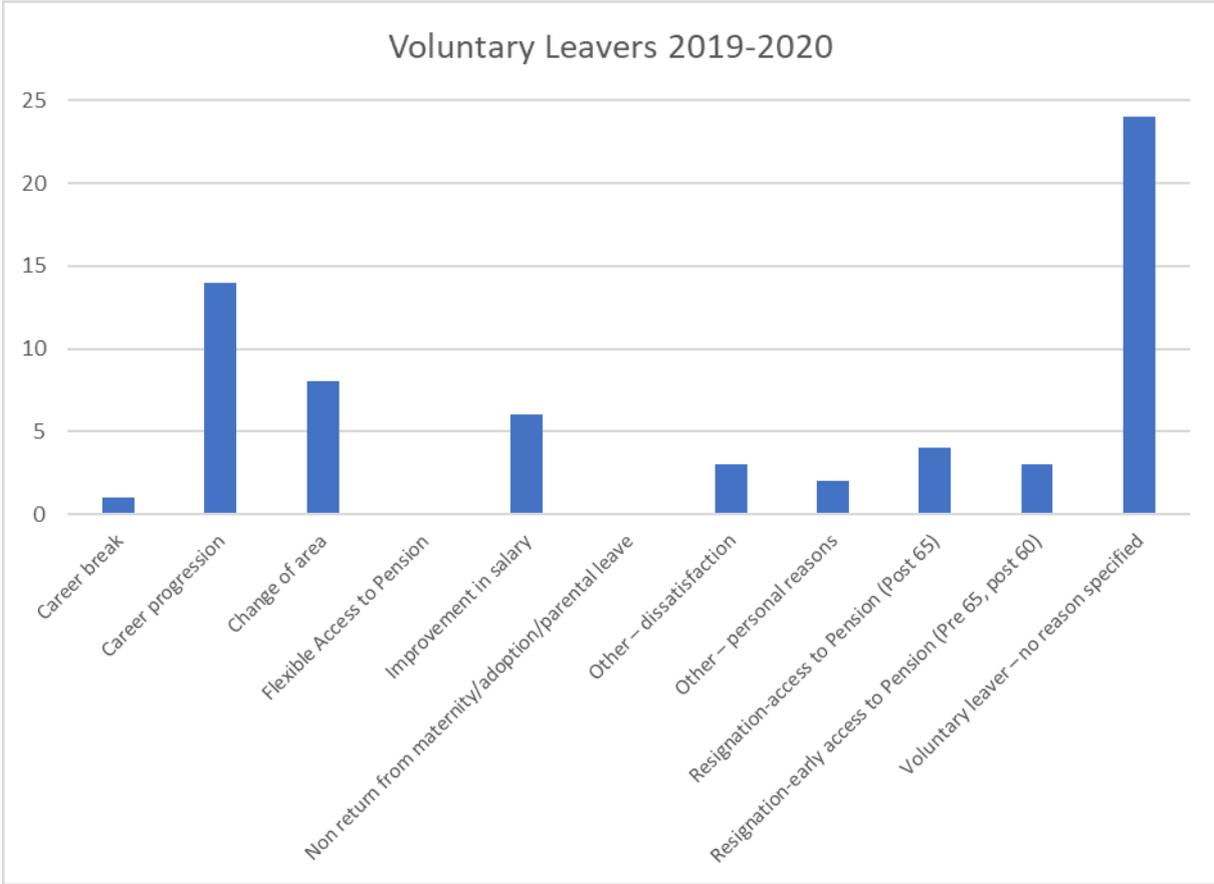
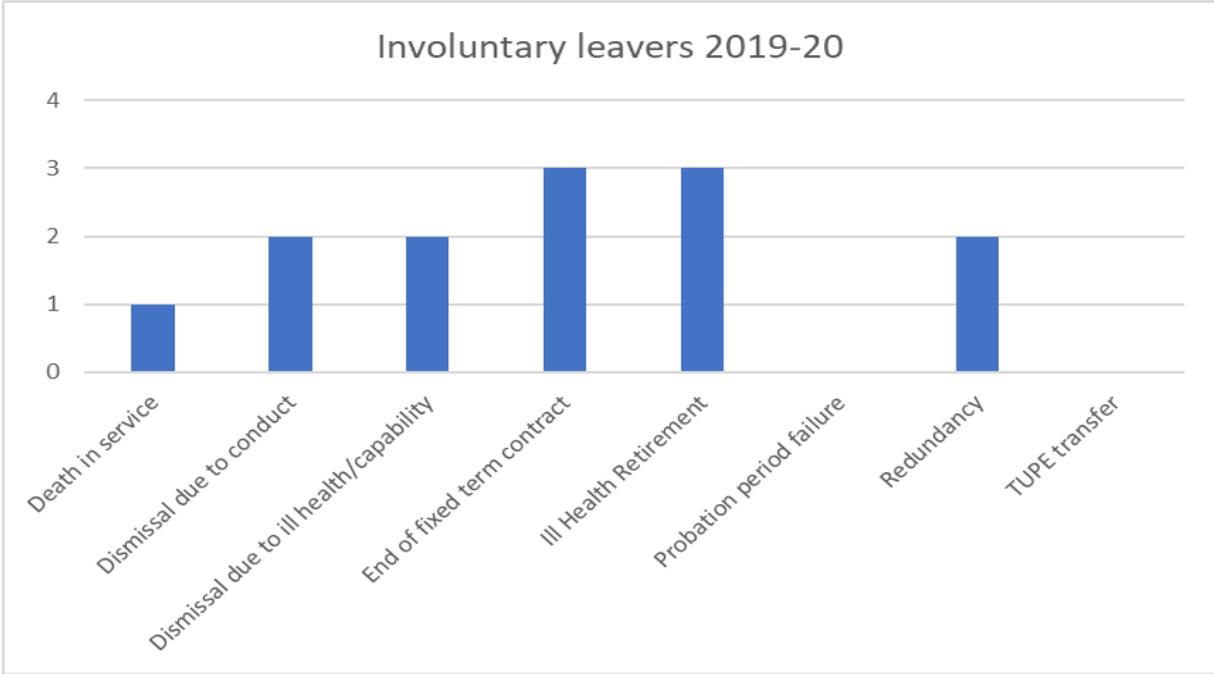
PI - Performance Indicator; relates to Voluntary Turnover. Target is 3.25%.

GCSPS – Greater Cambridge Shared Planning Service.

GCSWS – Greater Cambridge Shared Waste Service

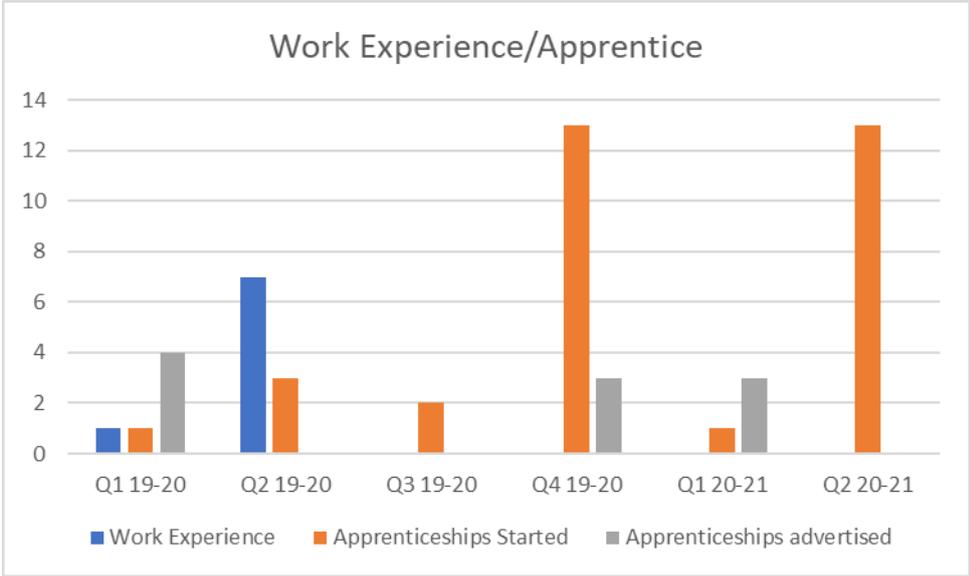
SW&E – Shared Waste & Environment

# Appendix B – 2019-2020



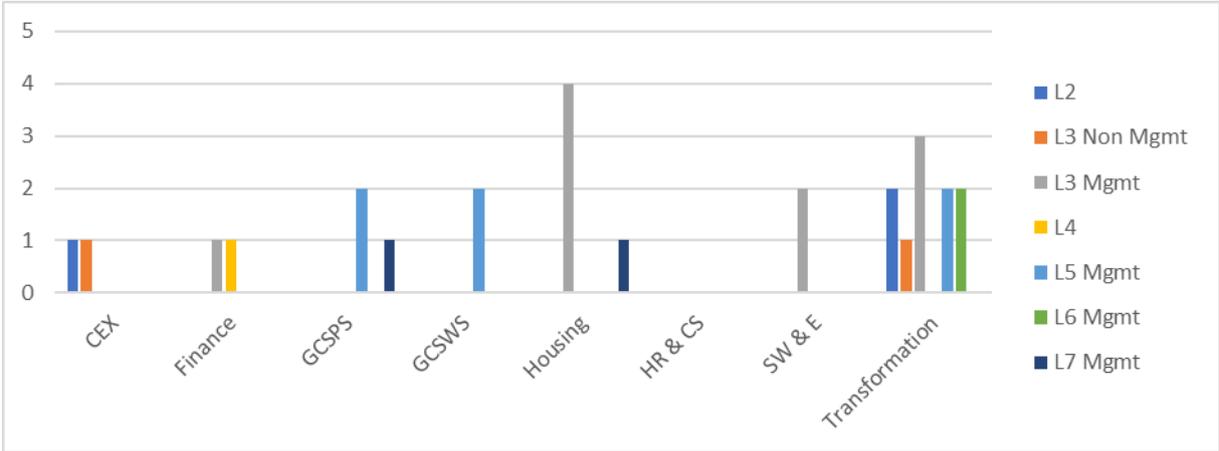
# Appendix C – Recruitment & Apprenticeships

## Work Experience students/Apprenticeships information



Note – two Apprentice vacancies are on hold due to the Covid-19 outbreak. This includes Management Apprenticeships – which are Internal Apprenticeships – as well as the other L2/L3 Business Apprenticeships which have been advertised externally.

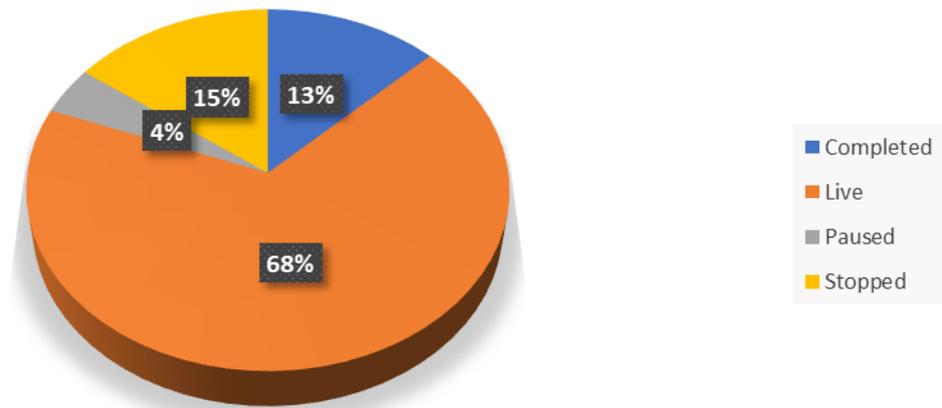
## Apprentices by Service Area and Level



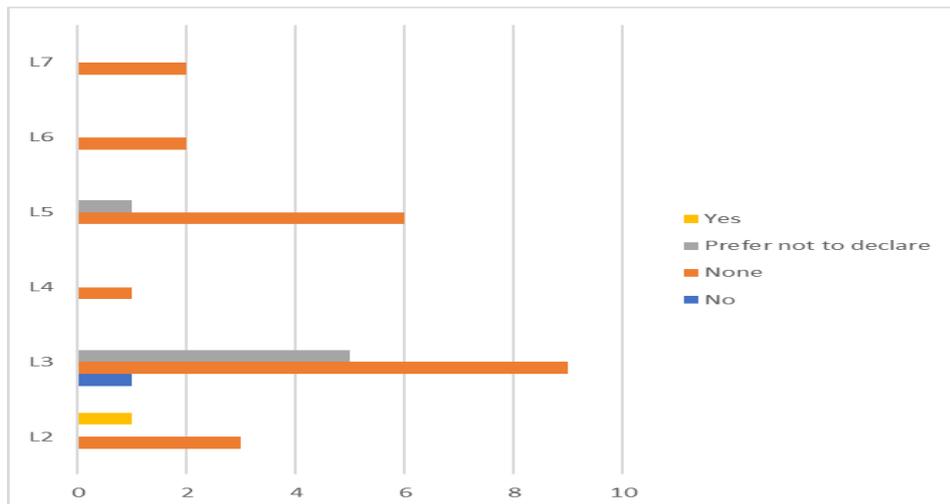
Note that all L6/L7 employees are still completing the external Application process (with the University).

Also, note that 3 Apprenticeships, all L3 Non Management, were completed prior to 1st September 2020; 1 in HR & CS. 1 in Finance & 1 in Housing.

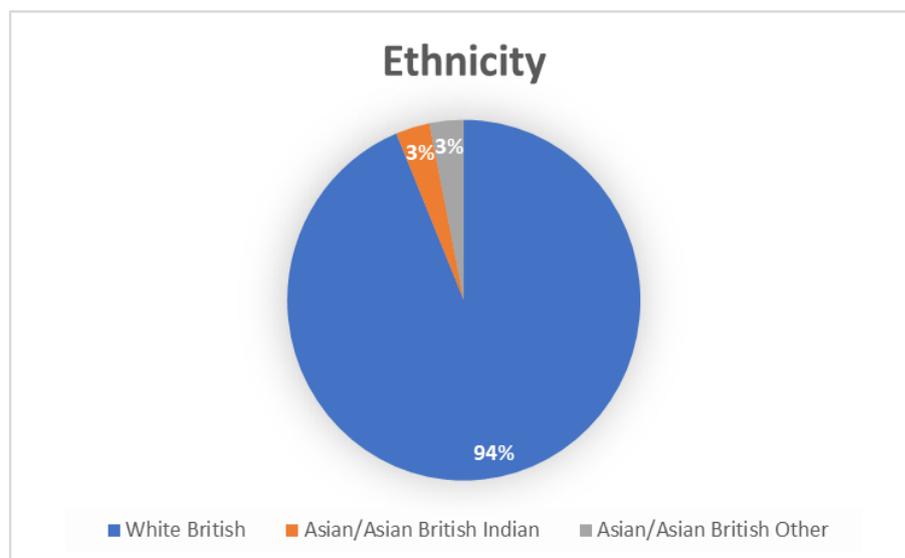
## Apprenticeship status



## Apprenticeship – disability (declared)



## Apprenticeship - ethnicity



This compares to the data for the whole of SCDC:  
SCDC ethnicity count against overall percentage

Ethnicity	Count	Percentage
BAME	24	4.18%
White:British/Irish/Other	488	85.02%
Black	7	1.22%
Chinese	4	0.70%
South Asian	9	1.57%
Other	2	0.35%
Mixed Ethnicity	4	0.70%
Not Disclosed	2	0.35%
Not provided	58	10.10%



<b>Involuntary leavers</b>						
Redundancy		2	2	3	2	1
Dismissal due to ill health	3		1	3	2	2
Dismissal due to conduct		2	2	3	2	
End of fixed term contract	1	4	2	2	3	4
Ill health retirement			1	4	3	1
Probation period failure				0		1
TUPE transfer	22			0		
Death in service		3		1	1	1
<b>Total Involuntary</b>	<b>26</b>	<b>11</b>	<b>8</b>	<b>15</b>	<b>13</b>	<b>10</b>
<b>Grand Total</b>	<b>72</b>	<b>59</b>	<b>52</b>	<b>78</b>	<b>78</b>	<b>41</b>

## Report Author:

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