

REPORT TO: Employment & Staffing
Committee

LEAD CABINET MEMBER: Cllr John Williams

LEAD OFFICER: Susan Gardner-Craig

15 July 2021

**RETENTION AND TURNOVER REPORT: QUARTER 3 (Q3) 1st October 2020 -
31st December 2020**

Executive Summary

1. This report provides an analysis of the turnover of staff between 1st October 2020 and 31st December 2020. The reason for this report is to highlight trends, inform recruitment decisions and enable SCDC to develop a resource strategy, 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 this report. As with the Q2 report, we have made changes requested by ESC. We have now included more graphs and detailed information about ethnicity. Please feedback about the latest changes.

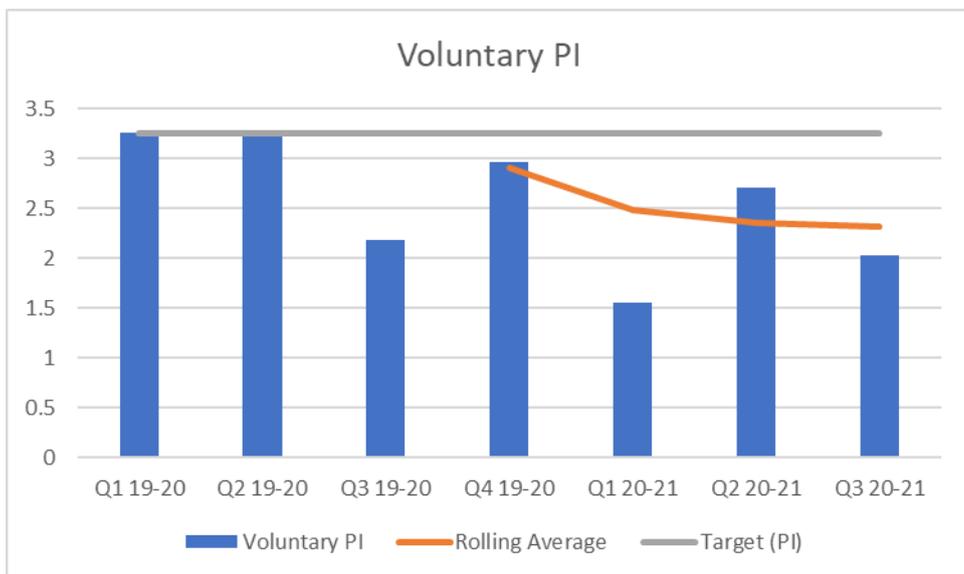
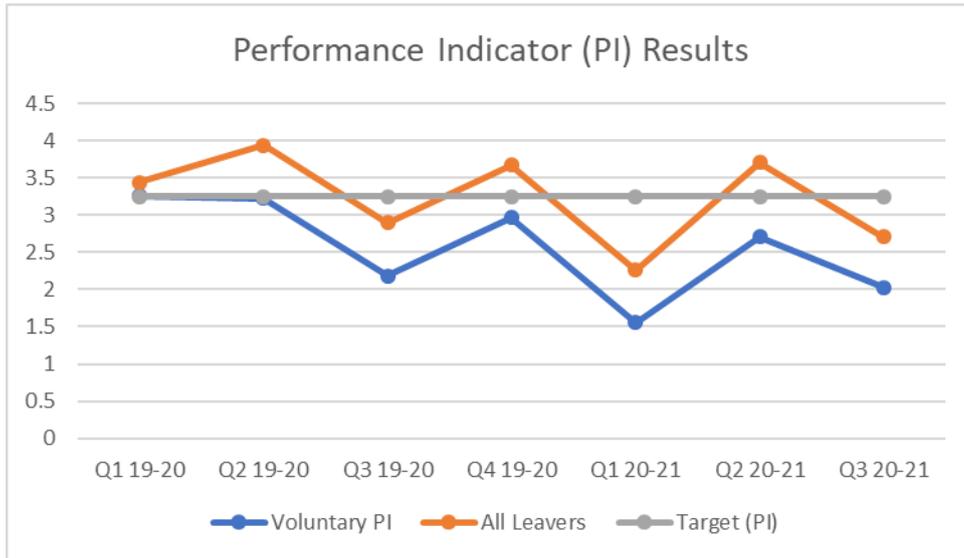
Reasons for Recommendations

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

Details

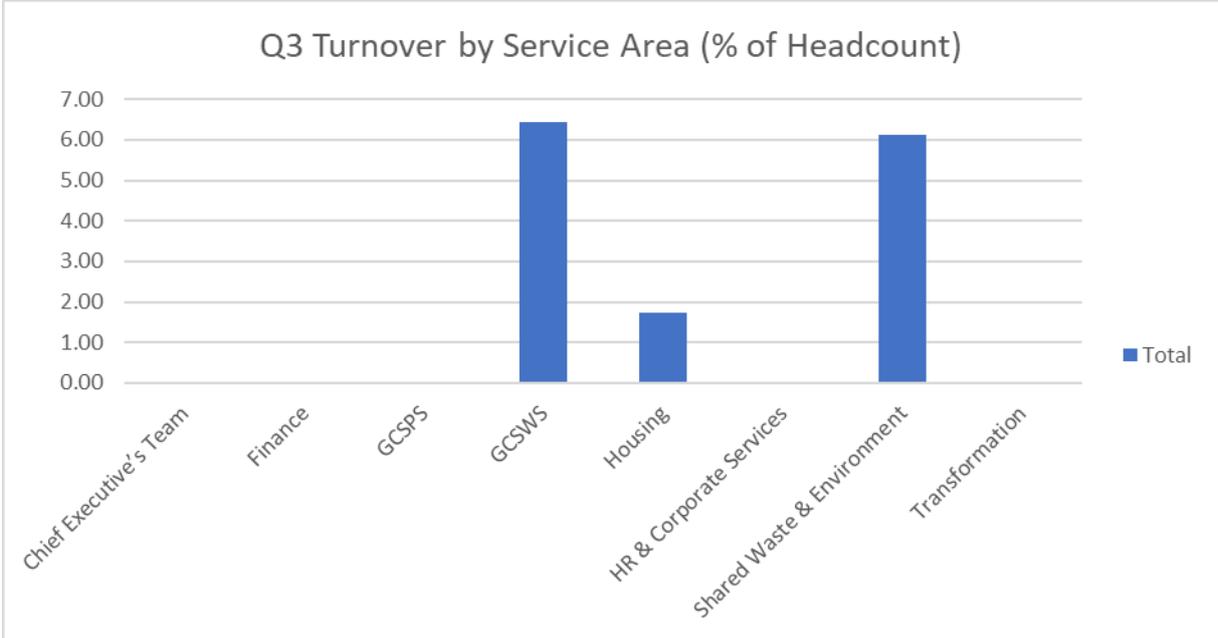
5. The Performance Indicator (PI) value for Q3 1st October 2020 to 31st December 2020 is 2.03% (based on a headcount of 591 on 1st October 2020). The quarterly target for voluntary leavers* is 3.25%¹.

¹ 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).

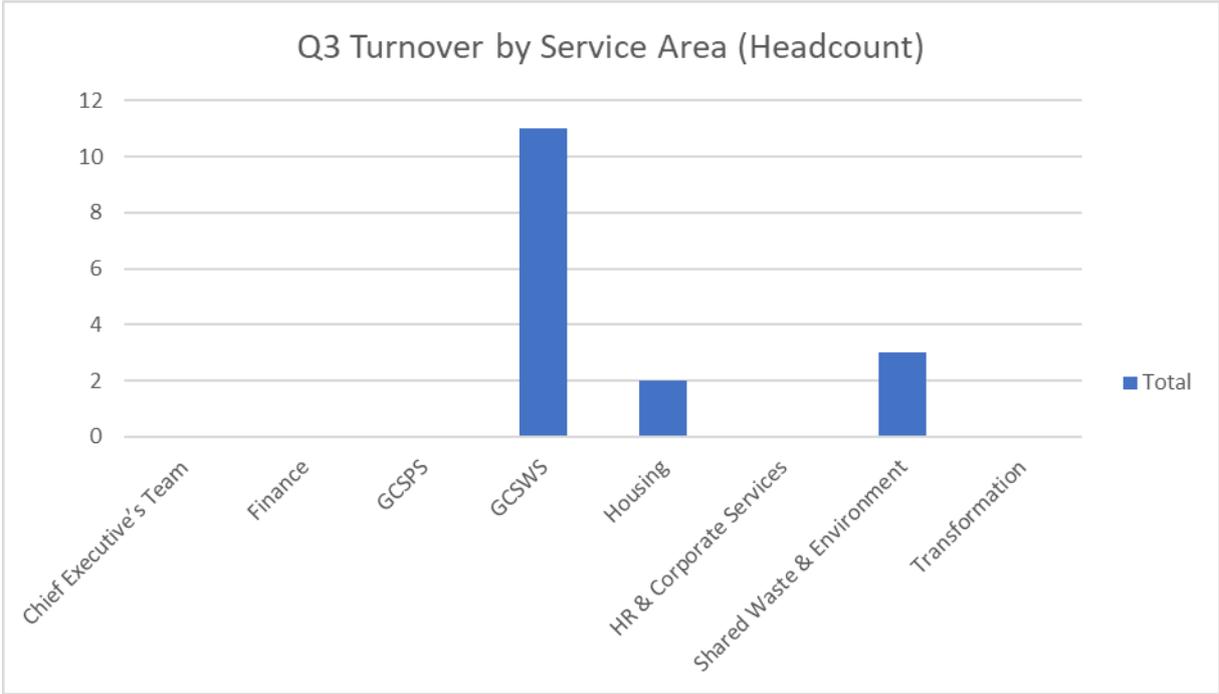


The rate of all leavers (considering both voluntary and involuntary leavers) is 2.71% for Q3. This equates to a combined total of 16 leavers: 12 voluntary and 4 involuntary leavers. Involuntary leavers include dismissals, redundancies and end of fixed term contracts. See tables below for the breakdown of Leavers and Turnover by Service Area.

Q3 Leavers by Service Area (% of Headcount)



Q3 Turnover by Service Area (Headcount)



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:

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

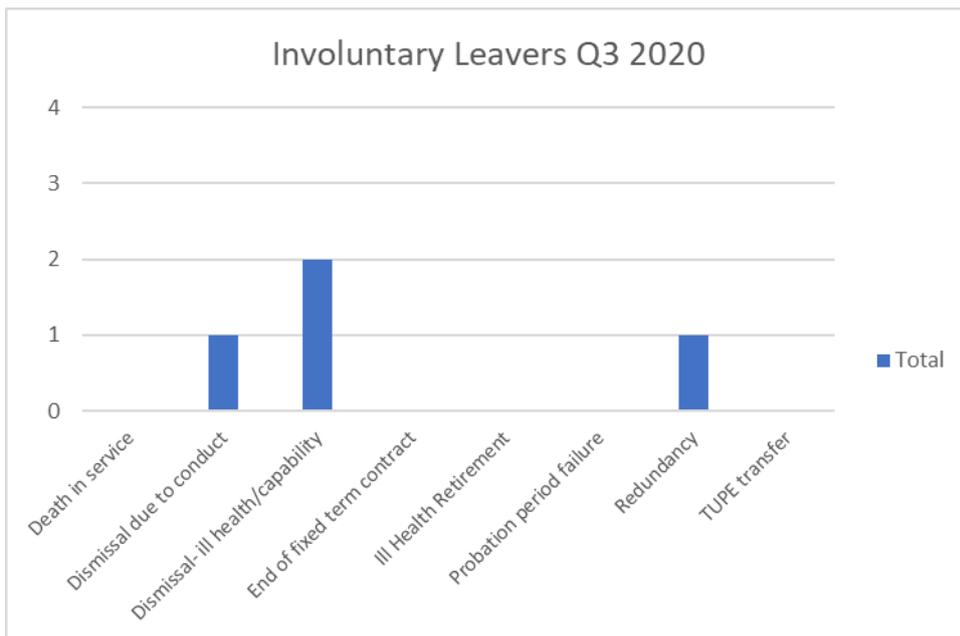
The number of staff with service of one year or more is 462. The number of employees in post one year ago was 570. As a result, the Stability Index is 75.96%. This means that since last year 24.04% of staff have either started new internal roles or have left their employment with the Council compared to the same quarter last year. This compares to a Stability Index figure of 75.69% in Q2. 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.

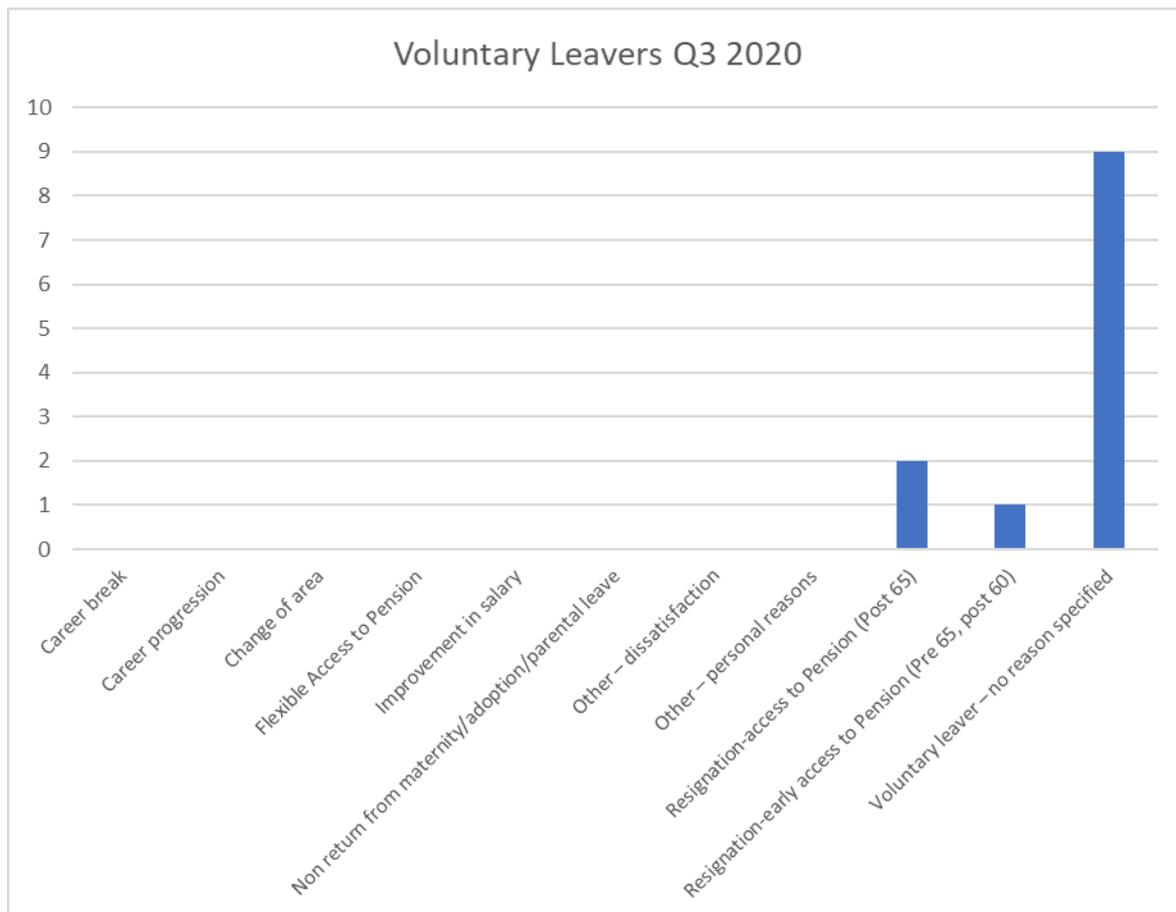
- 7. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. From August 2020, employees have the option to complete an online exit interview and request a follow-up meeting with HR. To improve the rate of completion a HR Administrator contacts the leavers to ask them to complete the Exit Interviews online and gives them the option to complete it with a HR Advisor if they want. This notification is sent out once the leavers paperwork is received. This should enable HR to take prompt action if needed before the employee leaves. In GCSPS, exit interviews are completed by the Workforce Development Officer.

8. For those leaving in Q3, the HR team received 7 exit interview forms (out of the 12 voluntary leavers), which is a return rate of 58.33%. Although the raw number of leavers is small, this is an increase from 9.1% in Q1, 25% in Q2 and compares favourably to 58.8% in Q4 2019-20 which was the last quarter before Covid-19. Further this is above the 43.6% received in 2019-20. This suggests the new process for prompting online exit interviews has supported an increase in the completion rate, although it will be necessary to compare this with completion rates in future quarters to determine if this has a sustained impact. HR have contacted managers to chase exit interview forms (where applicable) and will raise 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. The reason for leaving is compulsory on the online exit interview form. 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:

Q3 Reasons for leaving





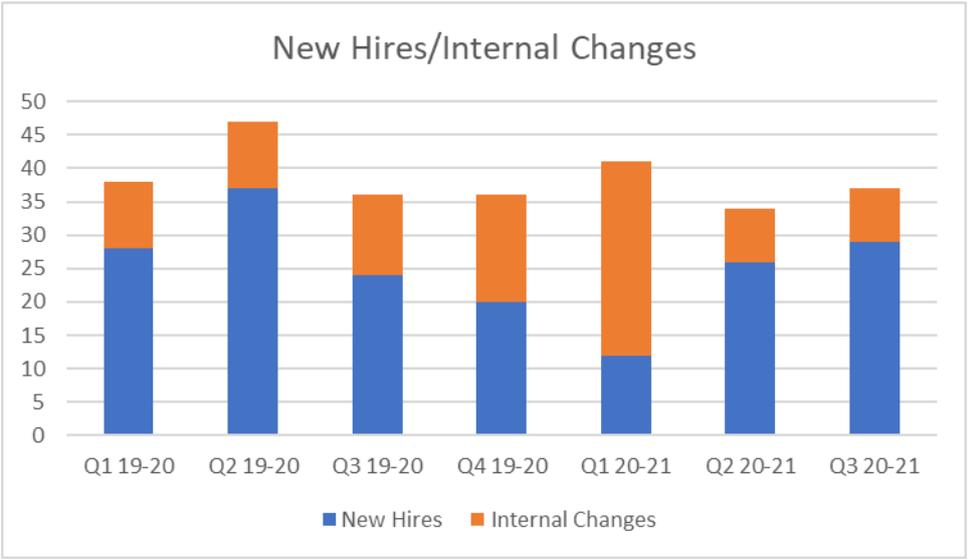
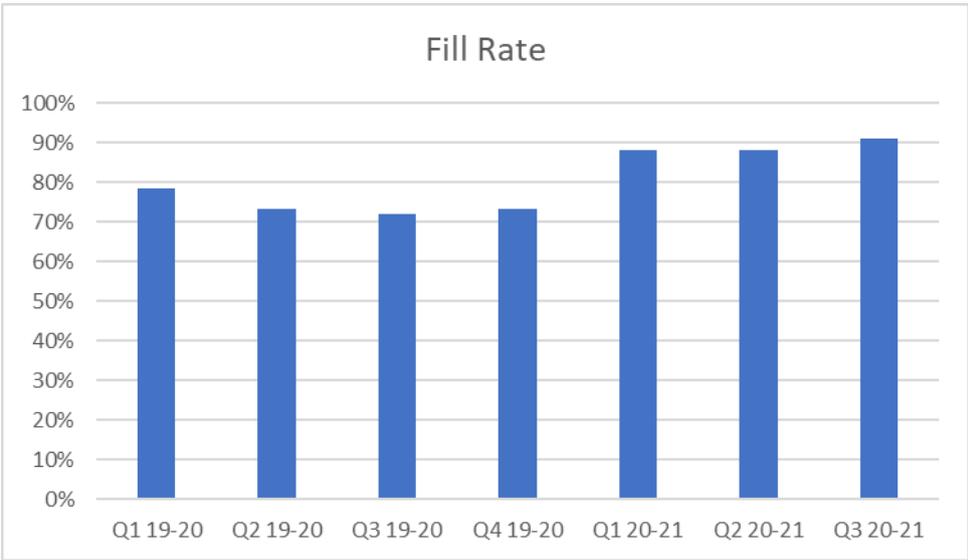
10. We received 7 Exit Interviews in Q3. No issues were indicated by 5 of the leavers, and 2 others raised some issues which have been highlighted to the relevant managers. There was a decrease in the number of voluntary and involuntary leavers in Q3.

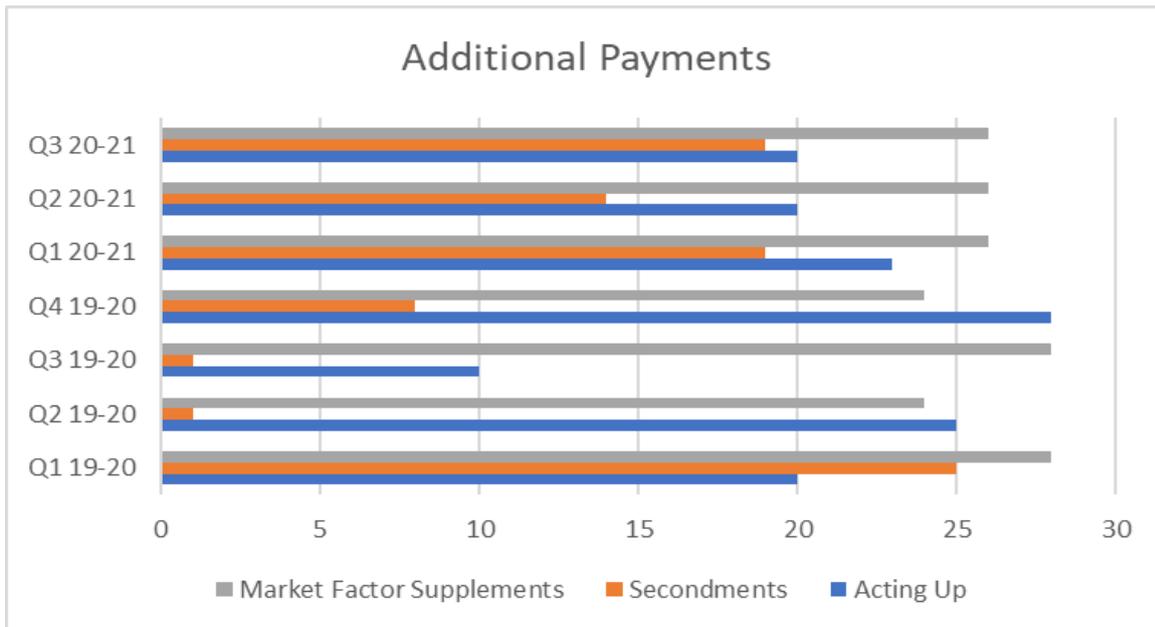
11. The following information was gathered from the exit interviews during which employees raised issues pertaining to their employment and actions were taken by the manager/HR. The Exit Interview form has been revised to capture more information on staff feedback and manager actions. The key issues raised this quarter were high work demands, a lack of management support and poor communication. Interviews were held between HR and leavers when requested to discuss these issues. The feedback will be monitored to determine if there are patterns.

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

Recruitment

13. There were 34 roles advertised in this period. 14 were advertised in October, 13 in November and 7 in December. This compares to 42 roles in Q2 and 17 in Q1. 31 roles were appointed to, giving a vacancy fill rate of 91%. There were 4 roles that will need to be re-advertised; this was because there were no suitable candidates for these posts, or the posts were withdrawn. Please see the tables below for Vacancy Fill Rate - % of posts recruited successfully and the number of New Hires/Internal Changes.





Note that no Golden Hello Payments were paid in Q3. 2 roles were advertised, with 3 new hires, who will receive their Golden Hello Payment upon the successful completing of their Probationary Period.

14. The number of staff joining the Council on a permanent or fixed term contract in Q3 was 29. 8 members of staff changed positions internally. The total number of staff who started new roles within the Council was 37.
15. No apprentices started during Q3. HR are still speaking with recruiting managers about opportunities for new posts or opportunities within their team to start an apprenticeship. Apprentice recruitment is difficult due to the ongoing Covid-19 lockdown. The need to train new apprentices and ensure they can work effectively from home have limited these opportunities.
16. There were no work experience students at South Cambs during Q3.
17. A new HR induction and onboarding process was implemented during Q2 with new employees having remote inductions with a member of the HR team. This includes follow up meetings between 2 & 4 weeks later. Employees have given positive feedback that they are able to speak to a 'face' in HR. Managers are also supported as new employees are helped to settle into their new roles without having the added stress of sorting out annual leave entitlement, flexitime sheets and processing lots of forms.
18. HR have also started rolling out Manager Induction training sessions, delivered remotely. This is both for newly promoted managers and new recruits to the Council. This was originally rolled out earlier in 2020 to all GCSPS Managers and has been adapted for delivery across the Council. There were 14 delegates in Q3. The intention is to run these sessions quarterly, and there are further sessions planned for 2022.

19. The Recruitment Coordinators have been busy this quarter and there continues to be a high volume of recruitment forecast for January to March.

Agency Staff

20. At the end of Q3, the number of temporary workers in each department was as follows: 13 in Greater Cambridge Shared Planning, 3 in Transformation, 2 in Revenues and Benefits, 1 in Finance, 1 in Environmental Services and 1 in Housing.
21. Since January 2021 the recruitment team has been working to create a new Casual Worker Bank to support the Council to reduce agency fees. This is already a success with 8 new casual workers starting within posts that would normally be filled with an agency worker, reducing agency spend.

Conclusion

22. The turnover rate is under the quarter target and has declined since Q2. There were only 12 voluntary leavers in this quarter which is relatively low. It's likely that uncertainties around the economic climate and health and well-being may have resulted in a continued low and declining turnover rate.
23. The number of roles advertised in Q3 remained comparable to Q2, although the rate of successful recruitment increased slightly to 91%. This demonstrates the Council can continue to attract qualified applicants for positions even in difficult economic circumstances.
24. The number of staff who internally transferred to new roles in Q3 was low at 8 compared to 29 in Q1, suggesting there were fewer senior opportunities. This is likely strongly linked to lower overall organisational turnover. However, 20 employees had temporary acting up arrangements within the Council demonstrating 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.
25. The Council has demonstrated it looks for new avenues to continue to recruit the best talent available by pursuing alternative digital recruitment solutions and recruiting Apprentices. The Council has also streamlined its recruitment application process and offered incentives for applications, including Market Factor Supplements and a Golden Hello Payment See Appendix C for breakdowns of these payments.
26. The Council continues to seek feedback about all aspects of the employee life cycle to make improvements to continue to support the retention of talent.
27. 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

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

Implications

29. 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

30. 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

31. 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 an 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

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

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

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

Appendix A - acronyms

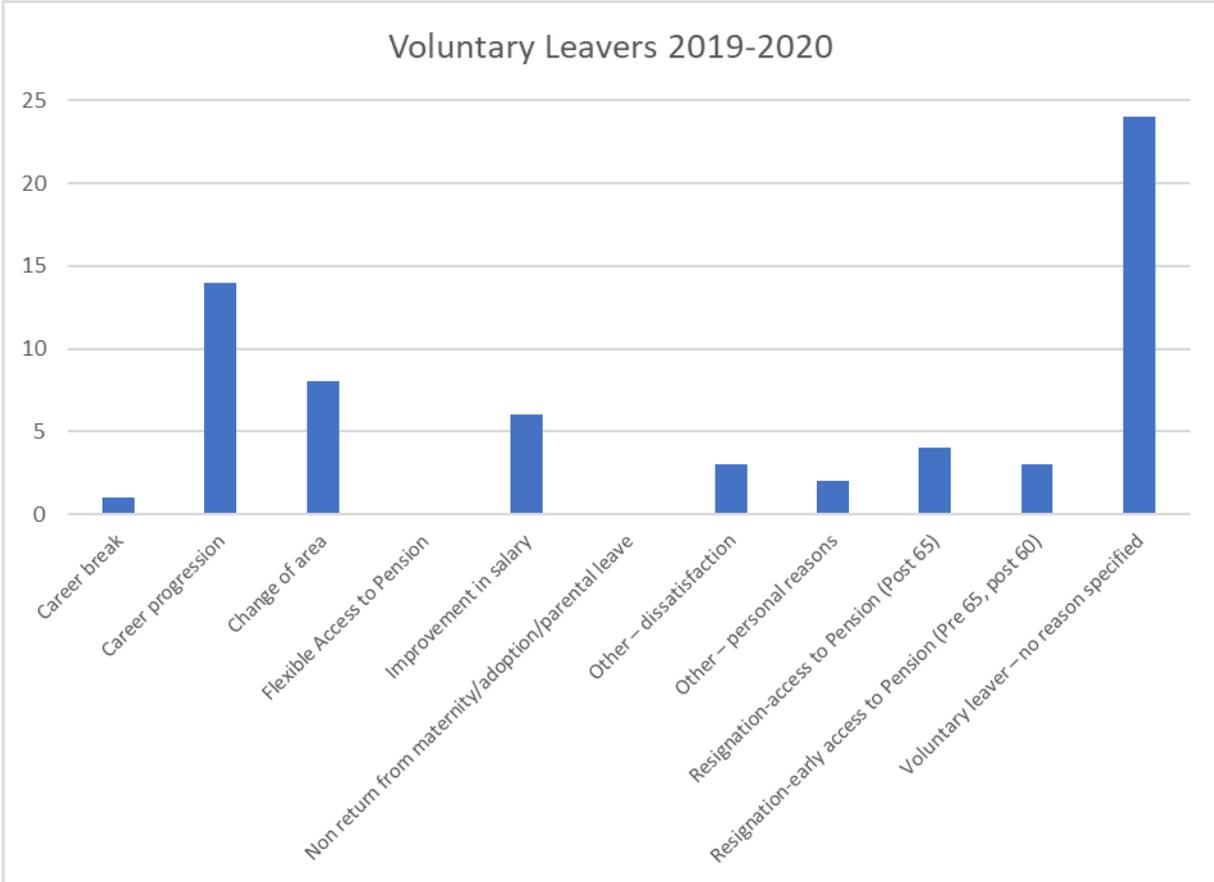
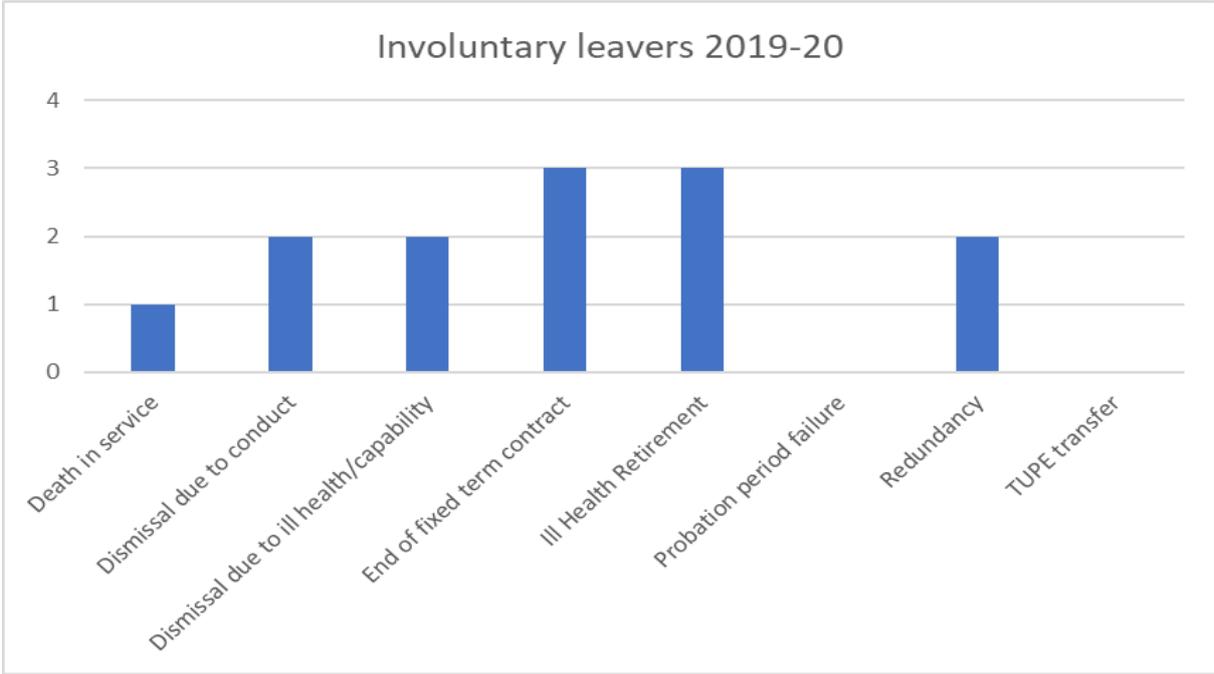
PI - Performance Indicator; relates to Voluntary Turnover. Target is 3.25%.

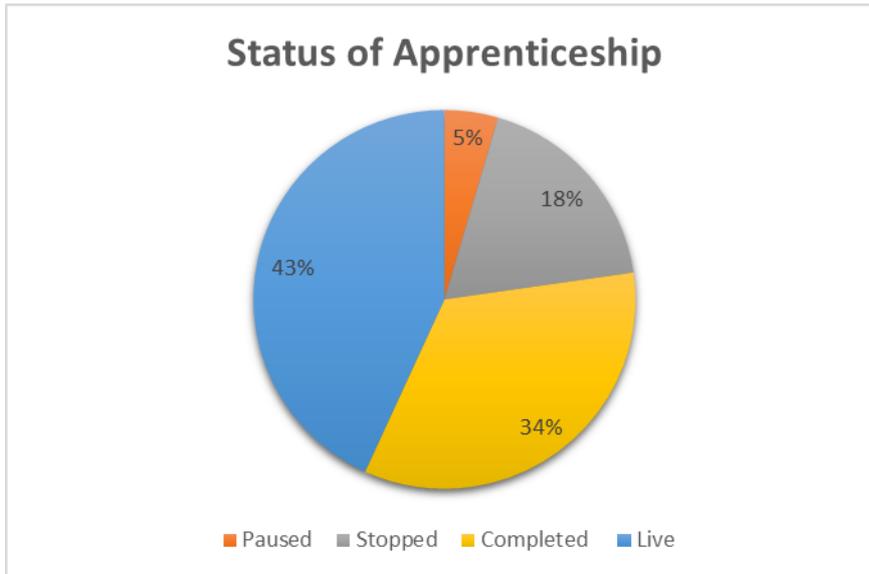
GCSPS – Greater Cambridge Shared Planning Service.

GCSWS – Greater Cambridge Shared Waste Service

SW&E – Shared Waste & Environment

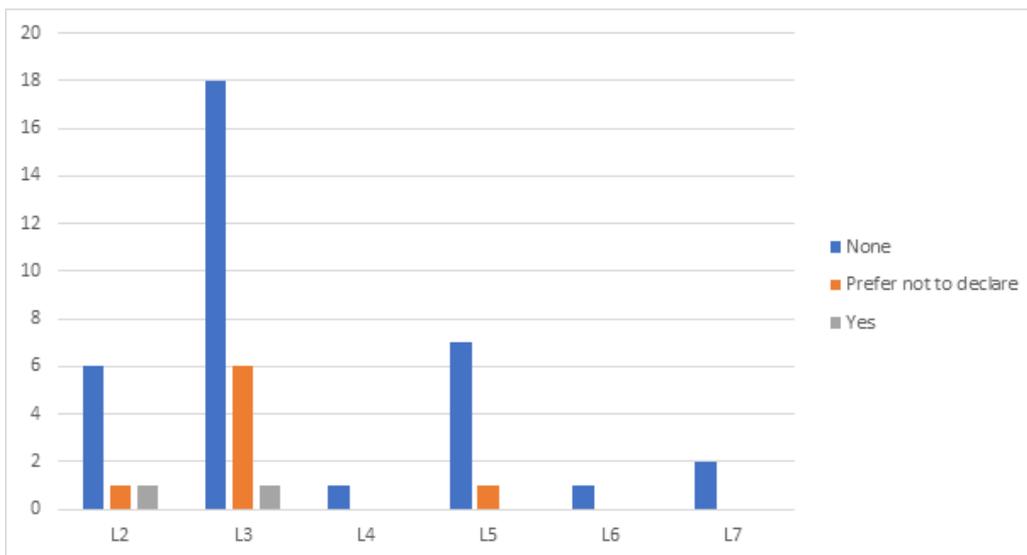
Appendix B – 2019-2020





From January 2021 data

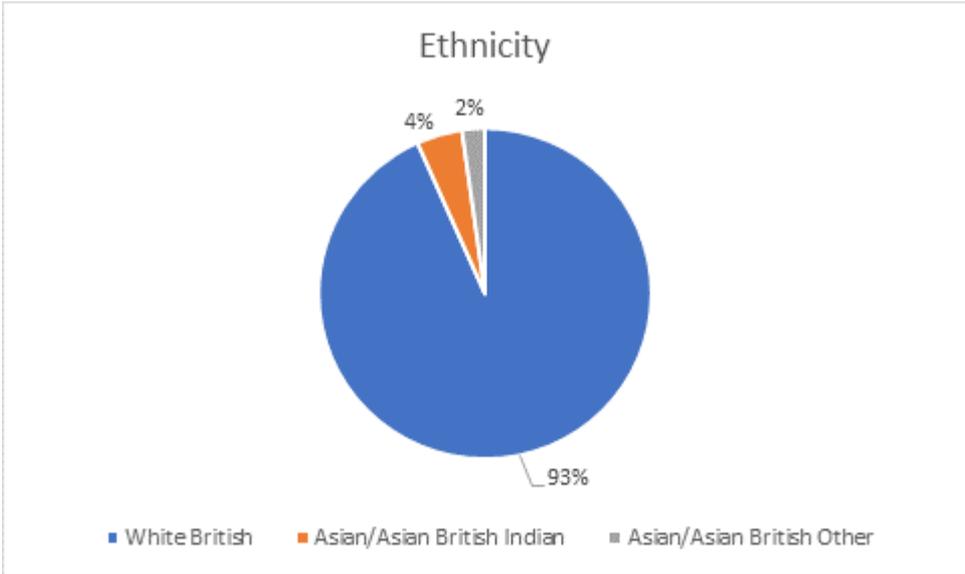
Apprenticeship – Disability (Declared)



Note this table includes all apprentices – live, completed, paused and stopped. From January 2021 data.

In Q2 report there was an input error, resulting in a “No” record showing. This has now been corrected.

Apprenticeship - Ethnicity



This compares to the data for the whole of SCDC:

SCDC Ethnicity Count and 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%

Involuntary leavers						
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
Total Involuntary	26	11	8	15	13	10
Grand Total	72	59	52	78	78	41

Appendix E

Table showing comparison of ethnicity statistics at South Cambs District Council (2019-20), Cambridgeshire and Peterborough census data (2011) and East of England census data (2011); breakdown by Ethnicity

	SCDC Employees		Cambridgeshire and Peterborough	East of England
Ethnicity	Count	Percentage	Percentage	Percentage
BAME	24	4.18%	9.20%	8.70%
White: British/Irish/Other	488	85.02%	90.30%	90.80%
Black	7	1.22%	1.30%	2%
Chinese	4	0.70%	5.90%	4.80%
South Asian	9	1.57%		
Mixed Ethnicity	4	0.70%	2%	1.90%
Other	2	0.35%	0.60%	0.50%
Not Disclosed*	2	0.35%	N/A	N/A
Not Provided**	58	10.10%	N/A	N/A

*'Not Disclosed' means the respondent has ticked a box to confirm that they don't wish to disclose their ethnicity.

**'Not Provided' means the respondent hasn't ticked any boxes disclosing their ethnicity.

Report Author:

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