

# STAFFING AND APPEALS COMMITTEE



**Date: Wednesday, 20 April 2016**

**Democratic and Members' Services**

Quentin Baker

LGSS Director: Law, Property and Governance

**13:30hr**

Shire Hall

Castle Hill

Cambridge

CB3 0AP

**Room 128**

**Shire Hall, Castle Hill, Cambridge, CB3 0AP**

## AGENDA

**Open to Public and Press**

- 1 Apologies and Declarations of Interest**  
*Guidance for Councillors on declaring interests is available at <http://tinyurl.com/ccc-dec-of-interests>*
- 2 Minutes - 27th October 2015** **3 - 4**
- 3 Recruitment to the Post of Service Director, Children's Social Care** **5 - 16**
- 4 Analysis of Exit Interviews** **17 - 24**
- 5 Exclusion of Press and Public**

*To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraphs 1 & 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to any individual, and information relating to the financial or business affairs of any particular person (including*

*the authority holding that information)*

## **6 Review of the Shared Chief Executive Arrangement**

(to follow)

The Staffing and Appeals Committee comprises the following members:

Councillor Barbara Ashwood Councillor Sir Peter Brown Councillor Paul Bullen Councillor Adrian Dent Councillor Peter Downes Councillor John Hipkin Councillor Bill Hunt Councillor Gail Kenney Councillor Mac McGuire Councillor Joshua Schumann and Councillor Joan Whitehead

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact*

Clerk Name: Michelle Rowe

Clerk Telephone: 01223 699180

Clerk Email: [michelle.rowe@cambridgeshire.gov.uk](mailto:michelle.rowe@cambridgeshire.gov.uk)

## **STAFFING AND APPEALS COMMITTEE - MINUTES**

**Date:** Tuesday, 27th October 2015

**Time:** 2.00 p.m. – 3.00 p.m.

**Place:** Kreis Viersen Room, Shire Hall, Cambridge

**Present:** Councillors B Ashwood, D Brown (substituting for W Hunt), P Brown, P Bullen, D Giles, G Kenney, J Palmer (substituting for A Dent), P Reeve, J Schumann (Chairman), and J Whitehead

**Apologies:** Councillors A Dent and W Hunt

The Chairman welcomed Gillian Beasley, the Council's new Chief Executive, to her first meeting of the Staffing and Appeals Committee.

### **42. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **43. MINUTES – 23RD SEPTEMBER 2015**

The minutes of the meeting held on 23rd September 2015 were confirmed as a correct record and signed by the Chairman subject to the replacement of "A Member" in Minute No.39 with Councillor Bullen.

### **44. EXCLUSION OF PRESS AND PUBLIC**

Councillor Bullen questioned why the public needed to be excluded. The LGSS Head of People reported that the Monitoring Officer had advised that the next item contained exempt information as it referred to individuals and pre-negotiation.

It was resolved by a majority that the press and public be excluded from the meeting on the grounds that the agenda contained exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to the financial affairs of any particular person (including the authority holding that information).

*As permitted under Part 4 - Rules of Procedure, Part 4.4 - Committee and Sub-Committee Meetings, Section 18 Voting of the Council's Constitution, Councillors Bullen, Giles and Reeve asked for the minutes to record them as having voting against.*

### **45. REVIEW OF LOCALLY AGREED PROFESSIONAL AND MANAGEMENT PAY STRUCTURE**

Members considered a revised proposal in respect of Pay Structures for employees on locally agreed professional/management bands and Heads of Service.

It was resolved by a majority:

to endorse the revised pay structure proposal for SMT implementation and support the proposal for a sliding scale to salary protection.

*As permitted under Part 4 - Rules of Procedure, Part 4.4 - Committee and Sub-Committee Meetings, Section 18 Voting of the Council's Constitution, Councillors Bullen and Reeve asked for the minutes to record them as having voting against.*

#### **46. SENIOR MANAGEMENT STRUCTURE IN ECONOMY, TRANSPORT AND ENVIRONMENT**

The Chairman informed the Committee that the Council's Constitution permitted the addition of an urgent item to an agenda if it met the urgency criteria set out in paragraphs 3 and 4 of Part 4.4(a) – Urgent Decisions. He had authorised the addition of a report on the Senior Management Structure in Economy, Transport and Environment, on the grounds that failure to do so would not be in the public interest and failure to take the decision quickly would, or would likely to, harm the interests of the Council and the public.

It was resolved unanimously:

- to support the recommendation to consider the potential for partnership working for this post with another authority but to also keep other options open in the meantime; and
- to approve the principle of interim cover from within ETE for the post delegating the selection to the Executive Director: Economy, Transport and Environment.

Chairman

**RECRUITMENT TO THE POST OF SERVICE DIRECTOR,  
CHILDREN'S SOCIAL CARE**

*To:* **Staffing and Appeals Committee**

*Date:* **20th April 2016**

*From:* **Adrian Loades, Executive Director Children, Families and Adults**

*Electoral division(s):* **All**

*Purpose:* **The purpose of this report is to provide an update on the recruitment of a Director of Children's Social Care, within the Children, Families and Adults Directorate.**

*Recommendations:* **The Committee is asked to note the content of this report and endorse the recommended approach.**

<b><i>Officer contact:</i></b>	
Name:	Adrian Loades
Post:	Executive Director
e-mail:	<a href="mailto:Adrian.loades@cambridgeshire.gov.uk">Adrian.loades@cambridgeshire.gov.uk</a>
Tel:	01223 727993

## **1.0 Recruitment to Service Director Children's Social Care**

- 1.1 In July of last year the previous Service Director for Children's Social Care left the organisation and as a consequence, with the approval of Staffing and Appeals Committee, a search and selection exercise was started.
- 1.2 The post is a Director C grade, with a pay banding of £92,474 – £103,699. It has previously been brought to the Committee's attention that the market in social care generally is extremely competitive, and Service Directors in Children's Services are a particular challenge to recruit. It is therefore anticipated that the full range of the pay scale may be needed to secure an appointment to this post.
- 1.3 On 31st March 2015, approval was granted by Staffing and Appeals Committee to engage a search and selection agency to support the recruitment process. This was duly carried out by SOLACE, and the vacancy closed on 1st June 2015.
- 1.4 In June 2015 Members were advised that the response to the advert had been particularly disappointing, and only a small number of applications were received. As a consequence the decision was taken to suspend the process and source an interim Director.
- 1.5 Feedback provided by SOLACE gave the following reasons for the unusually low number of applicants at the time:
  - There had been several appointments at this level and some potential candidates were engaged in other recruitment processes.
  - The salary was considered to be not high enough to attract people to move sideways so this would need to be a step up move for most people.
  - Due to the number of roles in the market people did not see the need to relocate to progress their careers – the cost of housing and living in Cambridgeshire can also be an issue.
  - Joining an organisation that has made such significant progress could be a risk if success is not ongoing, whereas joining an organisation that needs improvement was seen as a potentially safer bet.
  - Some assumption in the market that there would have been strong internal candidates for this role.
- 1.6 At the Staffing and Appointments Committee on 29th June it was agreed that:
  - The Executive Director should look to negotiate an extension of the interim arrangements to allow more time for the development of internal candidates. This has been done.
  - Additional support should be given for those internal candidates who could, with more training, be in a position to carry out the role. This has been put in place.
  - To undertake a dual approach for the proposed further recruitment drive, linked to facilitating further in house development of potentially suitable internal candidates.

- 1.6 It was agreed that a further search exercise would be carried out in September 2015 with a view to resuming the process at that point in time. However, advice from SOLACE taken in early September was that the market had not changed, and therefore a further exercise was unlikely to yield any more favourable results.
- 1.7 With that advice, the interim arrangement was left in place and the individual concerned, John Gregg, has been willing to continue to provide interim cover.
- 1.8 Members were advised previously that the post must be filled. Section 18 of the Children Act 2004 requires every top tier local authority to appoint a Director of Children's Services (DCS). The statutory DCS role is held by Adrian Loades as Executive Director. A fundamental part of the Council's statutory responsibilities for Children's Services relates to duties to safeguard vulnerable children and young people. Whilst there is a collective responsibility for safeguarding, much of the operational responsibility rests with the Service Director: Children's Social Care. The post reports to the Executive Director and manages the breadth of the Council's children's social care functions from arrangements for looked after children to the management of safeguarding referrals.
- 1.9 In November 2015 the Department for Education published a Knowledge and Skills Statement for the role of "Practice Leader". The Practice Leader role is expected to be filled by a qualified social worker and will have day to day operational responsibility across the system of child and family social work practice. The Knowledge and Skills statement sets the expectation for the Practice Leader role as "usually this is referred to as the Assistant Director of Children's Social Care or Director of Family Services". The Assistant Director role equates to the Service Director grade in the Council's structure. The job description for the post has been updated to reflect the expectations of the Practice Leader function.

## **2.0 Interim Arrangements**

- 2.1 The interim Director is scheduled to leave in the summer and arrangements now need to be progressed to recruit permanently to this key role.
- 2.2 Over the last six months a structured approach to leadership development has been put into place for the existing six Heads of Service, with a view to providing opportunities for them to also gain more breadth to their experience across the strategic remit that the Director post covers. This exposure and development should enable them to consider applying for the post when it is advertised, as none had previously done so.
- 2.3 The development opportunities have been welcomed by the Heads of Service. Four have indicated that they would consider putting themselves forward for the Service Director role. Each has strengths and areas for development that would be tested through the selection process. It is though proposed to seek invite external applications to ensure that the Council maximises the opportunity to recruit the best possible candidate for the role.

## **3.0 Recruitment Process**

- 3.1 Due to the seniority and specialism of this role, it was previously recommended to the Committee, and agreed, that the services of a Search

and Selection agency be sourced to assist with the search for potential candidates. An estimated cost for this is expected to be approximately £20,000 plus advertising costs.

- 3.2 It is unlikely that there will have been a significant change in the market since the process was undertaken last year, however, it is hoped that some recent developments may increase the profile of the role as set out below.
- 3.3 It was announced in January 2016 that Cambridgeshire has been chosen by the Department for Education (DFE) as a pilot authority for the Partners in Practice Innovation Programme, which aims to redefine what children's services departments should look like.
- 3.4 Education Secretary Nicky Morgan announced that Cambridgeshire – as one of the country's best-performing local authorities - would work with the DfE on new freedoms that would support social work practice and ultimately secure better outcomes for families.
- 3.5 The programme seeks to inspire whole system change so that in five years, it will achieve better life chances for children receiving help from social care, better value for money across children's social care and stronger incentives for innovation and experimentation.
- 3.6 The focus in Cambridgeshire will be the Council's work to prevent children becoming looked after by the local authority through exploring how risks can be better managed, and the removal of regulations and processes that inhibit a flexible response to a family's needs.
- 3.7 As stated above the Practice Leader role will form part of the accountabilities for the Service Director, Children's Social Care. A copy of the job description is attached at **Appendix 1**.
- 3.8 When advertising this role, emphasis can be given to our involvement in the programme, and the innovation opportunities that will be open. It is hoped that this will prove to be an attractive prospect for people in the sector who may be incentivised to apply and have the opportunity to be involved in a ground breaking project.
- 3.9 The selection will be through a Committee Panel. The selection process and assessments can be managed internally by LGSS HR to minimise costs to the Council.
- 3.10 The timeframe to get to the final selection stage of the Staffing and Appeals Committee will be approximately 12 – 14 weeks. It is likely that any preferred candidate would then have a notice period to serve of at least three months. The current interim Director has indicated that he would be able to continue in the role to cover the period to a successful candidate taking up the position.

### **3.0 DECISION**

The Staffing and Appeals Committee is asked to note the current position and endorse the recommendation that the search and selection process be recommenced with immediate effect.



Source Documents	Location
Staffing and Appeals Committee – Agenda and Minutes 31 March 2015 and 29 June 2015	Martin Cox LGSS Head of People Cambridgeshire County Council Shire Hall Cambridge



<b>JOB DESCRIPTION</b>	
<b>SERVICE:</b>	<b>Children, Families and Adults</b>
<b>JOB TITLE:</b>	<b>Service Director, Children's Social Care</b>
<b>RESPONSIBLE TO:</b>	<b>Executive Director, Children, Families and Adults</b>
<b>GRADE:</b>	<b>Director</b>
<b>JOB DIMENSIONS</b>	
<b>People:</b>	c450 FTE
<b>Budget:</b>	£35 million (direct) £17m (indirect)
<b>Functions:</b>	Children's Social Work, Safeguarding and Standards, Access, Children in Need, Looked After Children, Business Support
<b>Partners:</b>	OfSTED and other Inspectors; Department for Education; Department of Health; Department of Communities and Local Government; Home Office and other government departments; Schools and Settings; District Councils; Cambridgeshire Constabulary; Clinical Commissioning Group, NHS Provider Organisations; NHS Commissioning Board, Health and Wellbeing Board; Local Safeguarding Children Board, Children's Trust, Local Government Association, Voluntary Sector, Healthwatch
<b>JOB PURPOSE</b>	
<ul style="list-style-type: none"> <li>As a member of the Corporate Leadership Team work with Members, senior managers and others to develop the vision for Cambridgeshire and to contribute to the delivery of that vision through the development of policy, standards and service provision.</li> <li>Contribute to the achievement of the County Council's objectives and secure continuous improvement in the Council's performance by defining standards and providing countywide leadership for children's social care in collaboration with partner organisations.</li> </ul>	
<b>ACCOUNTABILITIES</b>	
<b>Strategic Management</b>	
<b><u>Corporate and Service Strategies and Planning</u></b>	
<ul style="list-style-type: none"> <li>In conjunction with other members of the Corporate Leadership Team, contribute to the development of a vision for Cambridgeshire and provide clear, focused services to meet the needs of local communities.</li> </ul>	

- Represent the Service and contribute to the development and delivery of a shared vision and plan for the Children, Families and Adults Directorate.

### **Leadership and Partnerships**

- Promote inter-service and inter-agency working, contributing to or leading on strategic, corporate and partnership programmes as required. Act as the lead director on behalf of children and young people in relation to children's social care.
- Undertake the role of Practice Leader for child and family social work as set out in the DfE Practice Leader Knowledge and Skills statement:

<https://www.gov.uk/government/publications/knowledge-and-skills-statements-for-child-and-family-social-work>

- Secure effective joint working between partners and stakeholders in respect of budgets, resource and systems coordination and deployment for the benefit of children and young people and their families.

### **Communication and Customer Service**

Ensure that policies and systems are in place to inform and receive feedback from service users, partners, stakeholders and employees. Evaluate feedback and take appropriate action for continuous improvement. Ensure that customer-focus is promoted as a core value.

### **Service Management**

#### **Professional Advice**

Provide specialist advisory support to Members and the Executive Director on County policy and overall service planning options relating to the post's operational responsibilities and the wider improvement of outcomes for Cambridgeshire residents.

#### **Service Delivery**

- Contribute to the delivery of improved outcomes for the residents of Cambridgeshire and lead on key aspects of the Corporate and Directorate Plans in partnership with key agencies, service users and the wider community.
- Lead and govern excellent social work practice, providing clarity of organisational purpose and driving change and progress so that children and families receive the best possible support.
- Lead the design and development of a system that enables excellent social work practice to flourish. Ensure that resources are used efficiently and effectively and that services are responsive to changing need.

- Ensure that high quality practice standards are upheld, with clear accountabilities and supported by strong performance management and quality assurance arrangements.
- Secure arrangements that enable practitioners to manage risk in an environment that supports timely and delegated decision making.
- Establish and maintain effective partnerships and working relations with external organisations and partner agencies in order to achieve integrated planning, commissioning and delivery of joined up services.
- Promote and safeguard the well-being of children in need and looked after children, ensuring that the County Council discharges its corporate parenting responsibilities sensitively and effectively.
- Support disabled children and their families/carers by delivering services that minimise the impact of disability and allow children and young people to fulfil their potential.
- Ensure the operation of effective interfaces with other services and partnerships, including the transition to adulthood.
- Secure effective management and delivery of the following key functions within the Service:
  - Access Services
  - Children in Need Services
  - Looked After Children Services including fostering and adoption and residential provision
  - Safeguarding and Standards
  - Children's Social Work policy and practice
  - Business support services

### **People management/workforce development**

Ensure that effective processes are in place for recruiting, developing, appraising, rewarding and retaining staff, and promoting attendance and performance, in line with Council policy.

- Lead, manage, inspire and motivate the children's social care teams to ensure commitment to and delivery of high quality services focused on the needs of children and young people.
- Lead the development of excellent practitioners within an overarching practice framework. Promote talent management and the development of new social work leaders.
- Lead the provision of organisational, professional and personal support to ensure the wellbeing of practitioners.
- Ensure that employees are provided with the opportunity to develop to their

full potential and that recognition is given to continuous personal and professional development.

### **Financial and Performance Management**

Take responsibility for the allocation of resources and the establishment of standards of performance and targets for service areas to meet agreed objectives.

- Ensure that all children's social care services meet the Council's statutory obligations and, where appropriate, national and local performance requirements.
- Establish and promote high local practice standards
- Ensure that effective quality assurance arrangements operate within the Service's overall performance management framework.
- Manage and ensure that all services are planned and delivered in a cost-effective, integrated way that meets policy and quality requirements.
- Champion performance management within Children, Families and Adults by ensuring that the organisation measures outcomes and sets itself ambitions and suitably challenging goals – and achieves them.

### **Policy development and service standards**

- Formulate, develop and implement policies, strategies and processes across all services for children and young people.
- Work with the Executive Director and Children, Families and Adult's Management Team to ensure that the structure and policy framework is flexible and able to respond to new challenges and opportunities for the benefit of Cambridgeshire communities and residents.

### **Programme Management**

Contribute to, and ensure appropriate engagement with, relevant programmes across the Council; lead specific programmes as requested by the Council's Senior Management Team.

### **Risk Management**

Contribute to the overall management of risk, ensuring that lines of accountability are clear and well understood and systems are in place for monitoring, evaluating and managing risk to secure the reputation and physical, virtual and intellectual resources of the Council.

- Support the County's response to major incidents and contribute to the work of the Emergency Management Team when required.

<b>PERSON SPECIFICATION</b>	
<b>POST:</b>	Service Director, Children's Social Care
<b>SERVICE:</b>	Children, Families and Adults
<b>GRADE:</b>	Director
<p><b><u>Education and qualifications</u></b></p> <p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Educated to degree level or equivalent</li> <li>• Professional qualification in social care and eligible for GSCC registration</li> </ul> <p><b>Desirable:</b></p> <ul style="list-style-type: none"> <li>• Evidence of relevant, recent continuing professional development portfolio</li> <li>• Management qualification, or willingness to work towards one</li> </ul> <p><b><u>Knowledge</u></b></p> <p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Detailed knowledge and understanding of local government organisation and services</li> <li>• Extensive knowledge of the legislative and operational framework for children's social care</li> <li>• Extensive knowledge of good practice in children's social care</li> <li>• Sound understanding of how services for children, families and adults deployed at locality, area and county level can contribute to the well-being of children and young people</li> <li>• Understanding of local authority budget setting and management issues</li> </ul> <p><b>Desirable:</b></p> <p><b><u>Experience and skills</u></b></p> <ul style="list-style-type: none"> <li>• Proven senior leadership experience gained in a relevant service area, including one or more aspects of children's social care</li> <li>• Proven track record of successful management of organisational change</li> </ul>	

- Successful track record of developing services and translating local, regional and national requirements into practical outcomes
- Evidence of ability to provide a clear overview of complex issues and provide sound, professional and reliable advice
- Proven ability to gain the confidence of Members, senior managers, partner organisations, colleagues and employees
- Proven track record of success in motivating, training and developing high performing teams
- Able to demonstrate political sensitivity and interpret political will
- Experience of promoting diversity in employment and service delivery
- Successful experience of planning and managing large and complex budgets and other resources
- Demonstrable ability to work constructively with stakeholders, including children and families, in developing plans for the development and delivery of services
- Proven ability to use data to determine the effective use of resources
- Experience of and commitment to building community engagement
- Ability to think strategically and apply analytical reasoning to complex problems
- Excellent presentational and communication skills
- Demonstrable commitment to and understanding of equalities issues in service delivery and employment.

### **Cambridgeshire Behaviours**

Work in accordance with the Cambridgeshire Behaviours for a member of the Corporate Leadership Team:

**Working Together:** inspire a 'one-team' culture, building networks, locally, regionally and nationally to help provide support and expertise in shaping and driving forward agendas and addressing cross-cutting multi-agency concerns.

**Integrity:** Lead by example and have a visible commitment to engaging and involving all service-users/stakeholders. Encourage a culture where everyone feels confident and able to innovate, challenge and provide feedback to all levels in the organisation

**Respect:** Lead Council services and work with external partners in showing the value when working in the public sector of treating people according to need. Inspire active changes in behaviour to improve use of resources

**Excellence:** Lead by example and inspire colleagues and customers. Work to achieve a set vision of improvement and excellence within the Council as well as with partners and other external stakeholders.



**ANALYSIS OF EXIT QUESTIONNAIRE INFORMATION**

*To:* **Staffing and Appeals Committee**

*Date:* **20thApril 2016**

*From:* **Martin Cox, Head of People**

*Electoral division(s):* **All**

*Purpose:* **The purpose of this report is to show a summary of the exit information gathered from employee leavers during the 2015 calendar year.**

*Recommendations:* **The Committee is asked to note the content of this report.**

<b><i>Officer contact:</i></b>	
Name:	Martin Cox
Post:	Head of People
e-mail:	MCox@northamptonshire.gov.uk
Tel:	0300 1263001

## 1.0 PURPOSE

- 1.1 The purpose of this report is to share the employee exit information for the 2015 calendar year.

## 2.0 BACKGROUND

- 2.1 In December 2015 the Executive Director of Children, Families and Adults (CFA) presented a report to the General Purposes Committee concerning the recruitment and retention of social care staff. During the discussion the question of why people tend to leave the organisation was raised, and it was then suggested by Members that exit information should be reported to Staffing and Appeals Committee for them to be sighted on any potential or emerging issues.

## 3.0 EMPLOYEE LEAVERS AND EXIT QUESTIONNAIRES

- 3.1 At 31st December 2015 there were 6176 people employed by Cambridgeshire County Council(CCC) with a total Full Time Equivalent (FTE) of 3849.
- 3.2 In the calendar year 2015 there were 1053 leavers, of which 673 left by means of resignation or retirement. Of those 191 completed an exit questionnaire which is a return of 25.95%.
- 3.3 Exit questionnaires are only requested from people who leave by means of a resignation process, not those whose employment is ended for any reason by the employer.
- 3.4 Of the 1053 leavers the breakdown of leaving reasons is as shown in Table 1 below.
- 3.5 Table 1

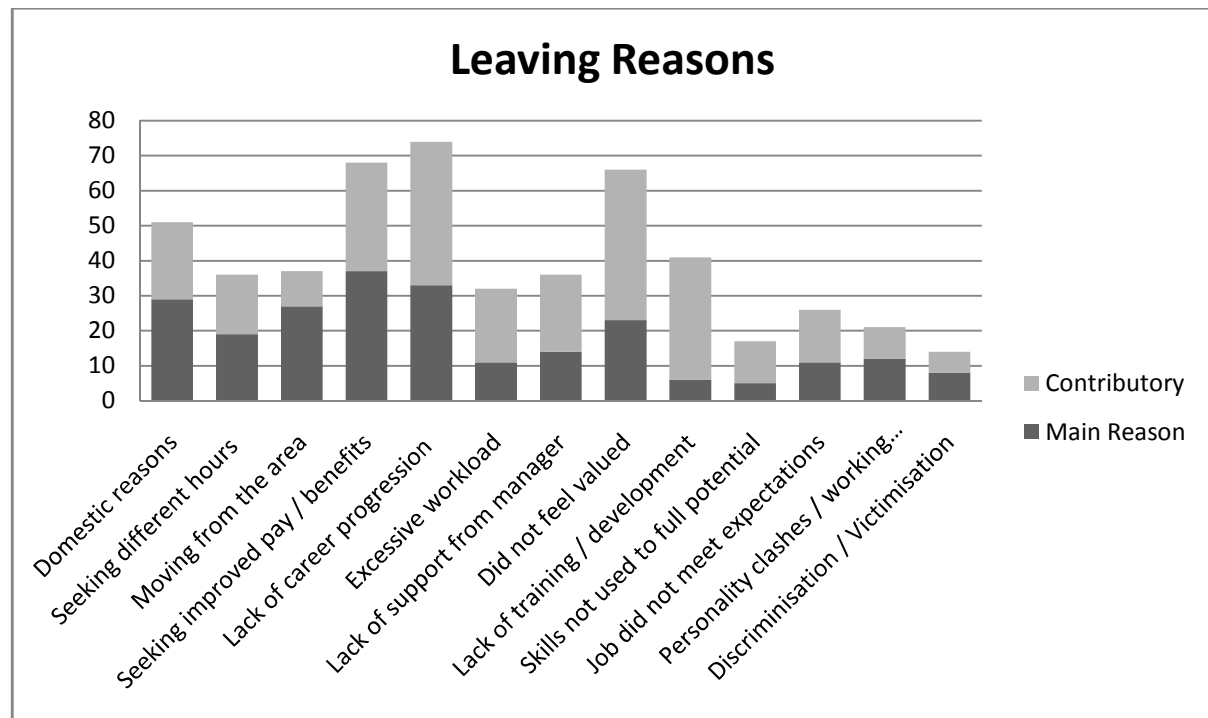
Reason employment ended	Number
Resignation	673
End of contract	136
Dismissal	22
Redundancy	63
Retirement	63
TUPE Transfer	91
Death in Service	5

- 3.6 Current arrangements are: when someone resigns they are sent a letter by the HR Transactions Team (**Appendix 1**) that encourages them to complete an exit questionnaire. A copy of the exit questionnaire is attached (**Appendix 2**).
- 3.7 Research shows that the average response rate for paper and pencil exit interviews is approximately 30-35% so in an effort to improve the response we have recently added a reminder to the manager's checklist for leavers to require them to also ask the leaver to complete the exit questionnaire and encourage them to do so.

## 4.0 EXIT INFORMATION DATA

4.1 Exit information received during 2015 shows the main reasons given as both the main and contributory reasons for leaving are as shown in Graph 1 below.

### 4.2 Graph 1

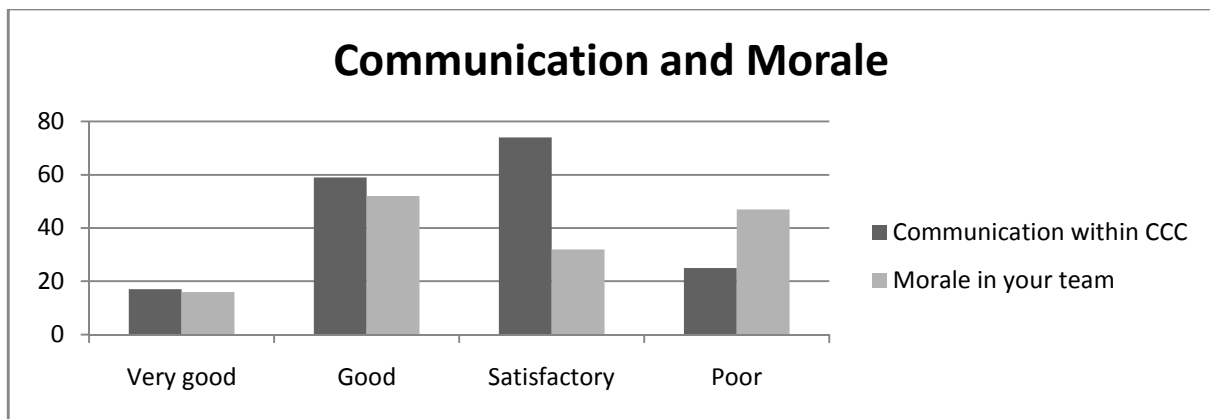


4.3 Although the literature on exit questionnaires/interviews is sparse, the Chartered Institute of Personnel and Development (CIPD) research reports that most people cite job dissatisfaction, managerial relationships, recognition, reward and career development as reasons for leaving.

4.4 Our data shows the top 3 reasons for leaving as lack of career progression, seeking improved pay and benefits, and not feeling sufficiently valued so these are similar to the above. These are aspects that the Council's Workforce Strategy will focus on and seek to understand the reasons behind this.

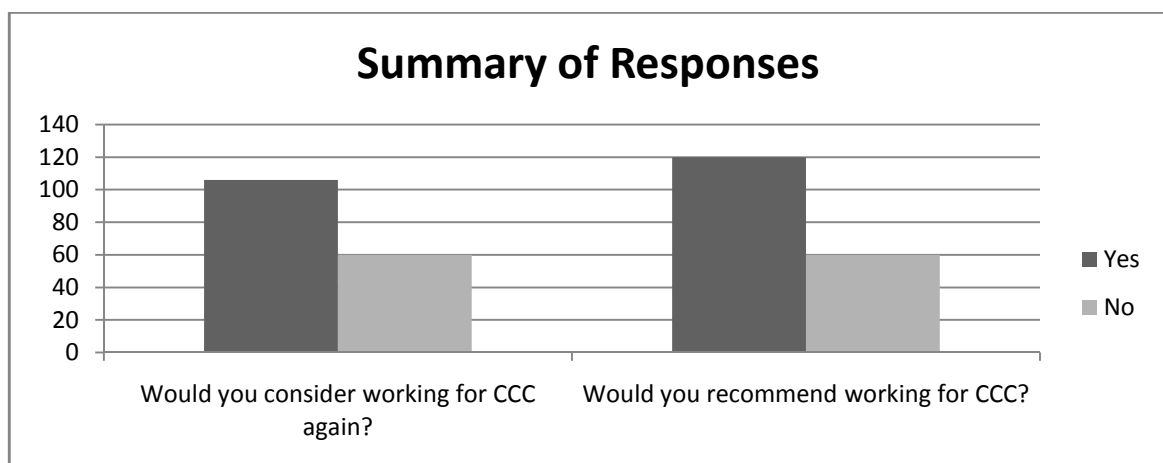
4.5 Another key element of data gathered from the exit questionnaire is around employee morale and views on communication within CCC. Graph 2 below shows the responses on this topic.

#### 4.6 Graph 2



4.7 The final questions from the exit questionnaire focus on whether the leavers would consider working for the Council again or would recommend the Council as an employer to others. The results of this aspect of the data are shown below in Graph 3.

#### 4.8 Graph 3



### 5.0 NEXT STEPS

5.1 Typically the return rate for exit questionnaires in most organisations tends to be poor, the general view on why seems to be that people don't always feel strongly and therefore don't afford the time to complete them. We have now added to the Managers check list a prompt for them to draw the attention of leavers to the exit questionnaire, explain the value to the employer, and encourage them to complete it. Whether this has a positive impact on the return rates remains to be seen but it is hoped that this will see an improvement in both the quantity and quality of the data received.

5.2 The Workforce Strategy will address the reasons people are citing as both main and contributory reasons for leaving the organisation through its action plan.

Dear

I write to you following receipt of your resignation letter and am sorry to note that you will be leaving Cambridgeshire County Council.

When any employee leaves we ask them to complete a simple exit questionnaire in order to help us to develop our employment policies and practices for the future. We are looking for honest feedback and value any comments you feel able to provide. The information you provide will help your Directorate and the Council to improve as an employer. Please be assured that any information you supply will be treated in strict confidence and will not be disclosed to anyone without your prior permission. If you prefer, you could also complete the questionnaire without giving your name.

We estimate that the questionnaire will take no more than 10 minutes to complete and hope you will spare this time to assist us. The questionnaire can be found by clicking on the following link. [Online exit questionnaire](#)

If you would like to discuss your reasons for leaving in person, please don't hesitate to contact your line manager, or, HR Advisor, who will be pleased to arrange to meet you. We are very keen to hear your views so please do use this facility.

## Exit Questionnaire - Confidential

**We are sorry that you have decided to leave Cambridgeshire County Council. Please take a few minutes to complete the following questionnaire. This will help us understand why people choose to leave the Council. We are looking for honest feedback and value any comments you are able to provide.**

Thank you for taking the time to complete the questionnaire.

We wish you every success in the future.

Name (Optional) \_\_\_\_\_

Job Title: \_\_\_\_\_

Where you work: \_\_\_\_\_

Children, Families and  
Adults' Services (CFA)

Public Health ☐

Economy,  
Transport and  
Adult's Services  
(ETE) ☐

Customer Service  
and  
Transformation  
(CST) ☐

LGSS ☐

Directorate: \_\_\_\_\_

Location: \_\_\_\_\_

Start Date in Current Post: \_\_\_\_/\_\_\_\_/\_\_\_\_ Leaving Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

### Reasons for Leaving

There may be several reasons for why you have decided to leave CCC. Please tick the reasons you consider relevant, as either main reason(s) or contributory factor(s). If you would like to make further comments, please use the box at the end of the questionnaire.

	Main Reasons	Contributing Factors
Domestic reasons	<input type="checkbox"/>	<input type="checkbox"/>
Seeking different hours to suit personal circumstances	<input type="checkbox"/>	<input type="checkbox"/>
Moving from the area	<input type="checkbox"/>	<input type="checkbox"/>
Seeking improved pay/benefits	<input type="checkbox"/>	<input type="checkbox"/>
Lack of career progression opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Low work load	<input type="checkbox"/>	<input type="checkbox"/>
Excessive workload	<input type="checkbox"/>	<input type="checkbox"/>
Lack of support from manager	<input type="checkbox"/>	<input type="checkbox"/>
	Main Reasons	Contributing Factors
Did not feel valued by my employer	<input type="checkbox"/>	<input type="checkbox"/>
Lack of training/development opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Job did not match expectations	<input type="checkbox"/>	<input type="checkbox"/>

Personality clashes/difficulties with working relationships	<input type="checkbox"/>	<input type="checkbox"/>
victimization		
Other, please give details in the additional information section	<input type="checkbox"/>	<input type="checkbox"/>
If you had a grievance did you use the CCC Grievance Procedure?	Yes <input type="checkbox"/>	No <input type="checkbox"/>

### Communication, Support, Development

How would you rate the following?

	Very Good	Good	Satisfactory	Poor
Communication within Cambridgeshire County Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication within your team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support from your line manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Morale in your team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee benefits package	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appraisal Scheme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learning opportunities/training (both on/off the job)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision/1:1 arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Overall View

Would you consider working for CCC again?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Would you recommend working for CCC?	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Please use this section to give any further comments.

### **Additional Comments**

Do you consent to comments being shared with service management in order to address the issues that you have raised?

Yes ☐ No ☐