

# RIBBLE VALLEY BOROUGH COUNCIL REPORT TO PERSONNEL COMMITTEE

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meeting date: WEDNESDAY, 20 MARCH 2024  
title: ANALYSIS OF EXIT INTERVIEWS  
submitted by: JANE PEARSON – DEPUTY CHIEF EXECUTIVE AND DIRECTOR OF RESOURCES  
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## 1 PURPOSE

1.1 To provide Members with information relating to staff who have left Ribble Valley Borough Council between 1 January 2023 and 31 December 2023.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – As part of our commitment to community cohesion we are considered to be a major employer within the area, we strive to maintain our reputation by continual assessment and evaluation of working practices. It is important that we review our employment and salary opportunities to ensure we remain competitive and an employer of choice.
- Corporate Priorities – To ensure continuous improvement those leaving the organisation have valuable information to assist the Council in identifying areas of good practice and areas for improvement.
- Other Considerations – None.

## 2 BACKGROUND

2.1 As an aid to improve recruitment and retention strategies for the future, exit interviews can be helpful in obtaining information about why the employee is leaving the Authority.

2.2 Analysis of this information can be helpful to:

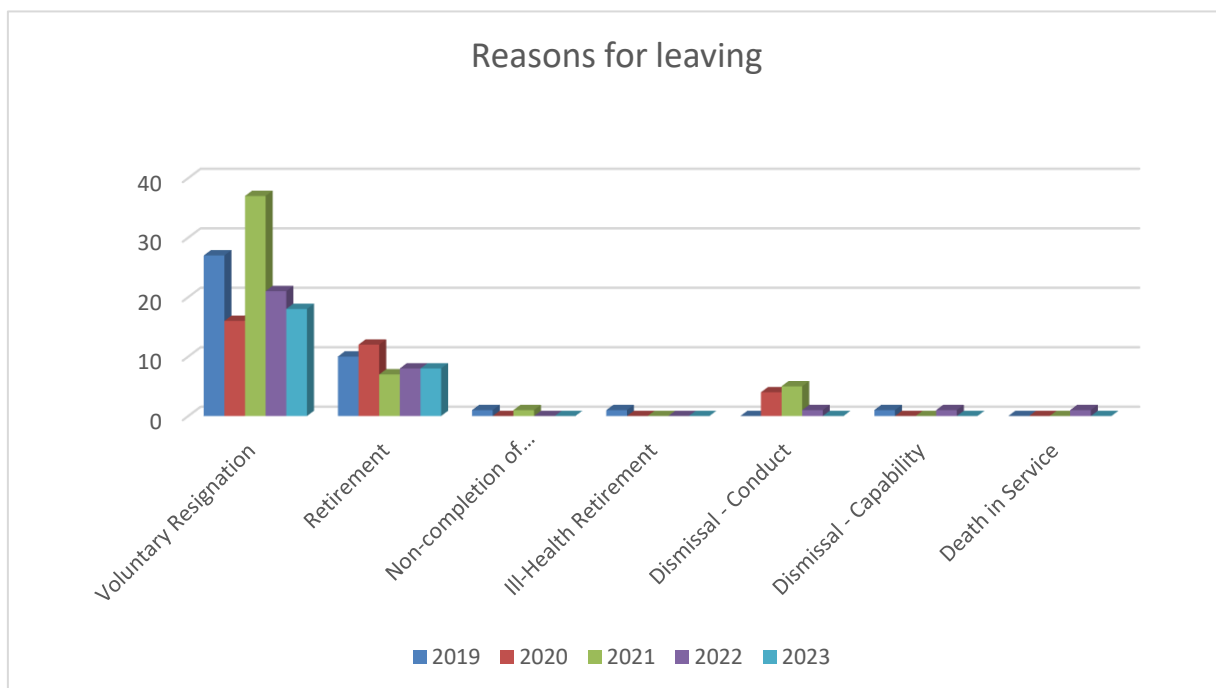
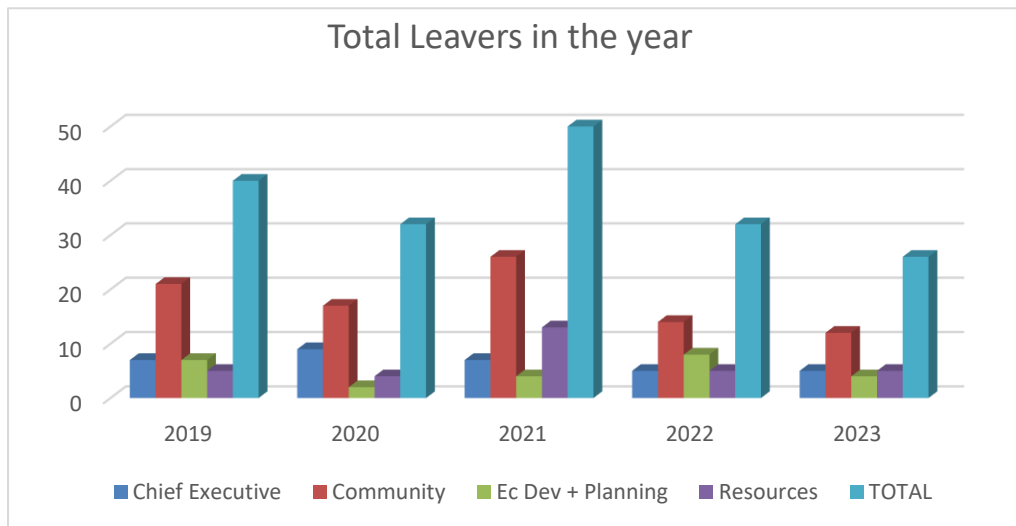
- identify reasons for and trends in turnover;
- identify areas needing change within the Authority;
- identify any training and development needs for remaining employees, including management training needs;
- assess the effectiveness of recruitment and induction processes;
- identify factors that would persuade people to remain with the Authority, such as changes to terms and conditions, working patterns, culture;
- collect information regarding the labour market, eg salaries, benefits, etc.

## 3 ISSUES

3.1 The intention of the exit interview process is to obtain feedback from members of staff leaving the organisation.

3.2 Following a review by CMT in 2021, the exit interview form (Appendix 1) is emailed to the employee for them to complete.

- 3.3 The completed form is emailed to the appropriate Head of Service for their comments, which are subsequently reviewed by CMT.
- 3.4 Exit interview forms are not issued to employees who are dismissed from the authority.
- 3.5 During the year 1 January 2023 to 31 December 2023 a total of 26 people left the organisation. This does not include temporary employees or casual workers.
- 3.6 The following two charts provide:
- Turnover detailing a 5-year, year on year comparison
  - Within those 5 years a further breakdown into the reasons for leaving



Voluntary resignation	18
Retirement	8
Non-completion of probationary period	0
Ill-health retirement	0
Dismissal – conduct	0
Dismissal – capability	0
Death in service	0

3.7 Analysis of the reasons for voluntary resignations is shown below in four categories: Career progression, work/life balance, better pay/terms and conditions, and personal. A comparison of the past 5 years is included for information.



#### 4. ANALYSIS

There have been a number of factors that have impacted retention.

- Covid 2020/2021
- The Great Resignation in 2022, where we see a spike within the economy and within the council where staff have left for better paid work and career progression.
- The current position where we have, for the first time, five different demographic groups who are wanting different things from an employer. Traditionally it had been a job for life and a good pension. Younger generations do not plan past the next 3 -5 years and want instant reward, recognition, development and benefits.
- Private companies being able to drive a higher salary for hard to recruit positions. This is resulting in higher recruitment cost as posts are being repeatedly advertised within targeted publications.
- Cost of living has driven employees to look for better paid work

5. To remain a desirable place to work the council has refreshed or in vested in:

- Flexible working schemes both for a daily working pattern and also to request change or reduction in hours. The aim to keep staff employed via a work life balance.
- Invested in a digital learning platform for ongoing training and development.
- Launching a staff survey on 1 April 2024 to get greater understanding on what drives the workforce.
- Sign up to the Living Wage Foundation's Real Living Wage as the minimum hourly rate of pay to be paid to all staff aged 18 and over.
- Business or Personal Interest Policy allowing staff, where appropriate, to undertake additional employment to supplement their income.
- A Gender Pay Gap analysis will be undertaken for the first time within the Council in 2024

#### 5 RISK ASSESSMENT

5.1 The approval of this report may have the following implications:

- Resources – Retention will be an ongoing challenge, and the Council is aware of and continues to actively review exit interviews and look how retention can be improved. In addition to loss of skill, the implications for our resources are the health and wellbeing of staff covering additional work during the turnover of colleagues.
- Technical, Environmental and Legal – Although there are no specific legal implications, there is the potential of an employment tribunal claim in the event an aggrieved employee leaves the organisation without resolution.
- Political – No implications identified.
- Reputation – Our failure to retain staff or support them through their employment life cycle may cause damage to our reputation as a good, local, employer and hinder future recruitment.
- Equality and Diversity – Monitoring of employees leaving the authority will ensure the fairness and equality of our processes is maintained. An Equality Impact Assessment Checklist has been completed.

## 6 CONCLUSION

- 6.1 Retention and analysis of exit interviews will remain a focus to mitigate potential implications for service delivery where staff are not replaced or where particular skills are lost from the organisation.



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## BACKGROUND PAPERS

Appendix 1 – Exit Interview Form  
For further information please ask for Julie Smith, extension 4409.