

## APPENDIX 2a: Staff Survey & Workforce Trends

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# 1 Performance Metrics

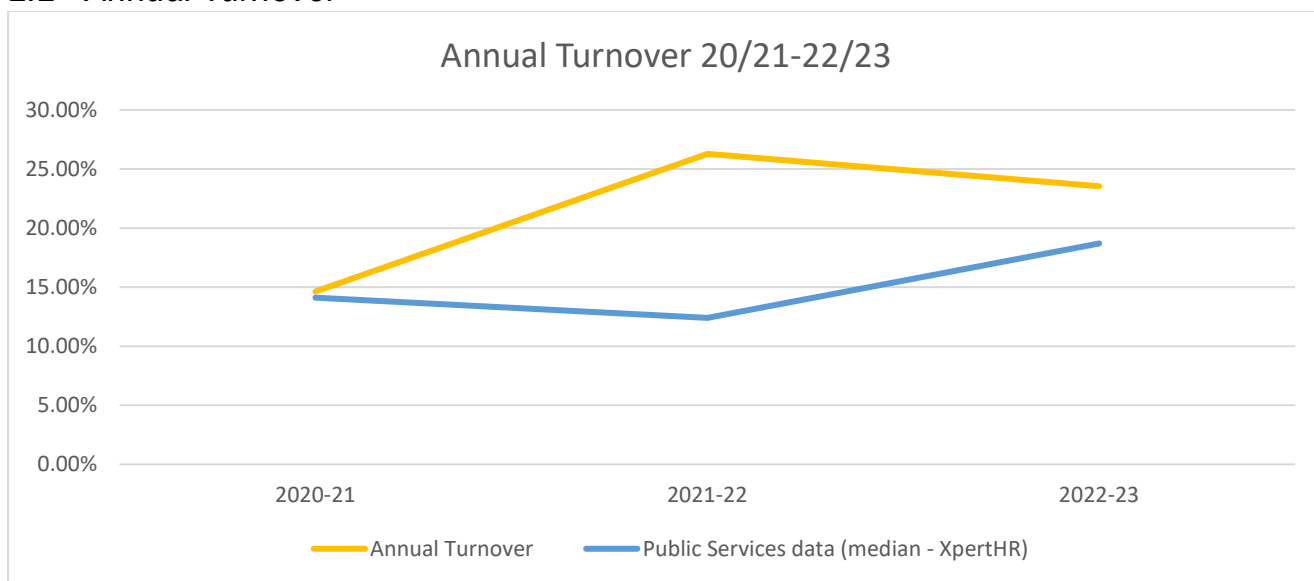
Within the newly introduced corporate quarterly performance reports, metric No. 26 relates to the proportion of staff feeling valued by the Combined Authority. The current target for this metric to the end of 2023/24 is 65%. This target was set in the context of the results from the first two surveys when at the end of June, 58.33% of staff felt valued by the Combined Authority, an increase from 42.55% in January 2023. We will look to review this target after the next staff survey which will be completed in Q4.

## 2 Data

### 2.1 Recruitment and retention

The following charts show Annual Turnover from 2020/21 to 2022/23 and Quarterly Turnover from Q1 2020/21 to Q2 2022/23 (the latest available data). We have compared the Annual Turnover results to Public Sector data from XpertHR. Turnover was significantly high in 2021-22, reducing slightly in 2022-23. After a high spike in Q1 22-23, Quarterly turnover has been between 4.30% and 5.05% for the last 4 Quarters. We therefore expect to see the Annual Turnover for 2023/24 to continue on the downward trajectory.

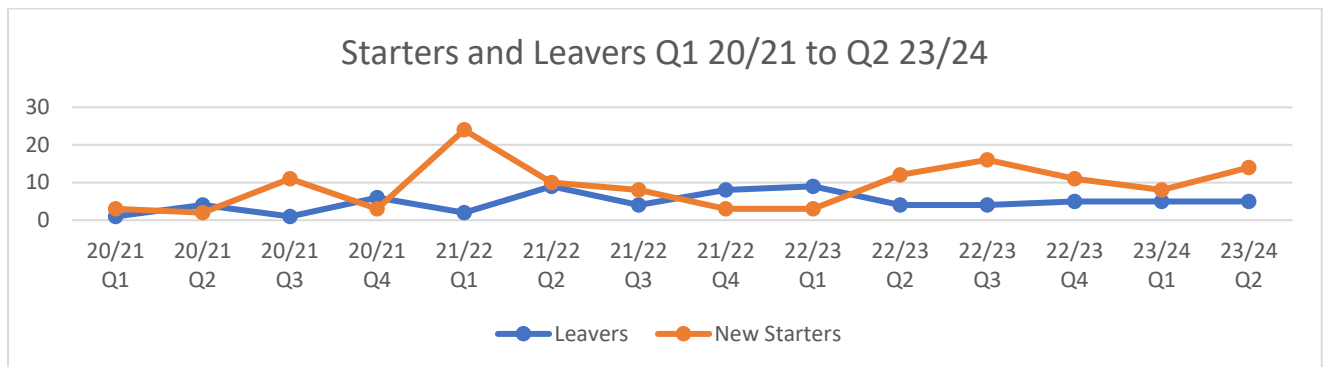
### 2.2 Annual Turnover



### 2.3 Quarterly Turnover



### 2.4 Starters and Leavers



Note that for the big spike of new starters in Q1 21/22 – 9 related to TUPE into the organisation.  
 Also note that for leavers in Q4 20/21 – 2 related to TUPE out of the organisation.

### 2.5 Headcount 2020 to 2024



These figures show the headcount at the start of the Quarter.

Upcoming figures for Q3 and Q4 23/24:

For Q3 23/24, we currently have 5 new starters that have joined the organisation with another 3 planned<sup>1</sup>. We do have some active recruitment, therefore depending on candidate's notice period, the final figure may increase slightly.

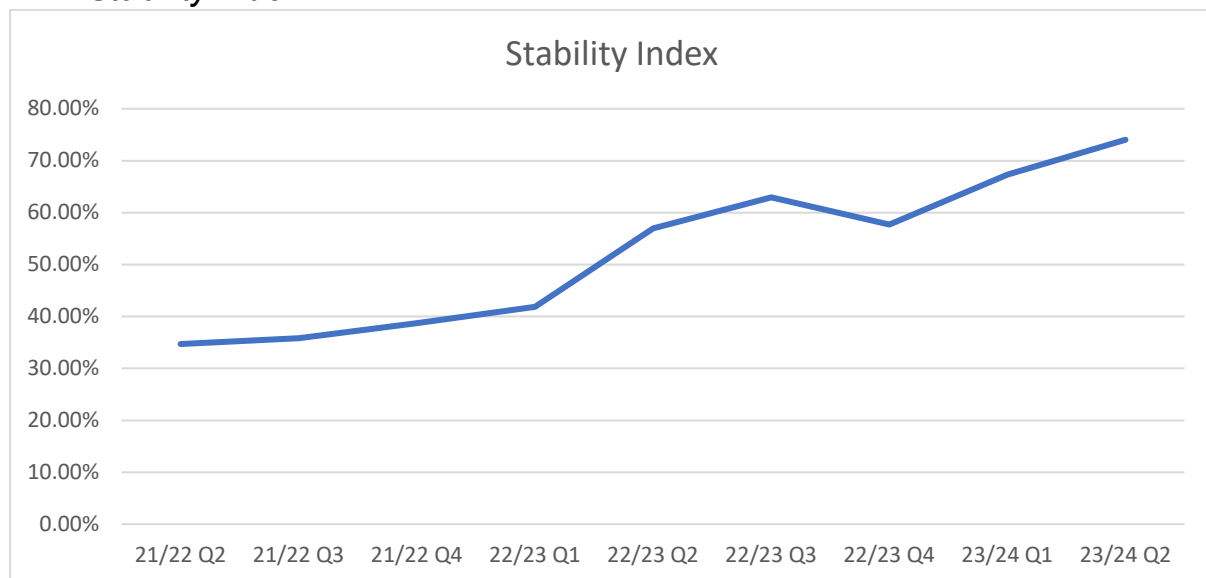
We will have a total increase of up to 18 employees that relate to the Business Board decision to bring specific services in-house (Growth Hub, Growth Works and GrowthCo). Q3 23/24 will see an increase in headcount of 4 relating to this TUPE (Growth Hub) and Q4 23/24 will see an increase in headcount of up to 14 relating to the TUPE (Growth Works and Growth Co returning to in-house services).

In addition, we already have 4 more new starters planned for January. We have other planned recruitment over the next 2 quarters.

## 2.6 Those with less than 2 years' service

Currently 55% of employees have less than 2 years' service<sup>2</sup>.

## 2.7 Stability Index



The Chartered Institute of Personnel and Development (CIPD) recommend using the Stability Index as one way of investigating retention. A stability index indicates the retention rate of employees. Like turnover rates, this can be used across an organisation as a whole or for a particular part of it.

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

A suggested target in a stable organisation would be around 80%; some turnover is healthy in an organisation.

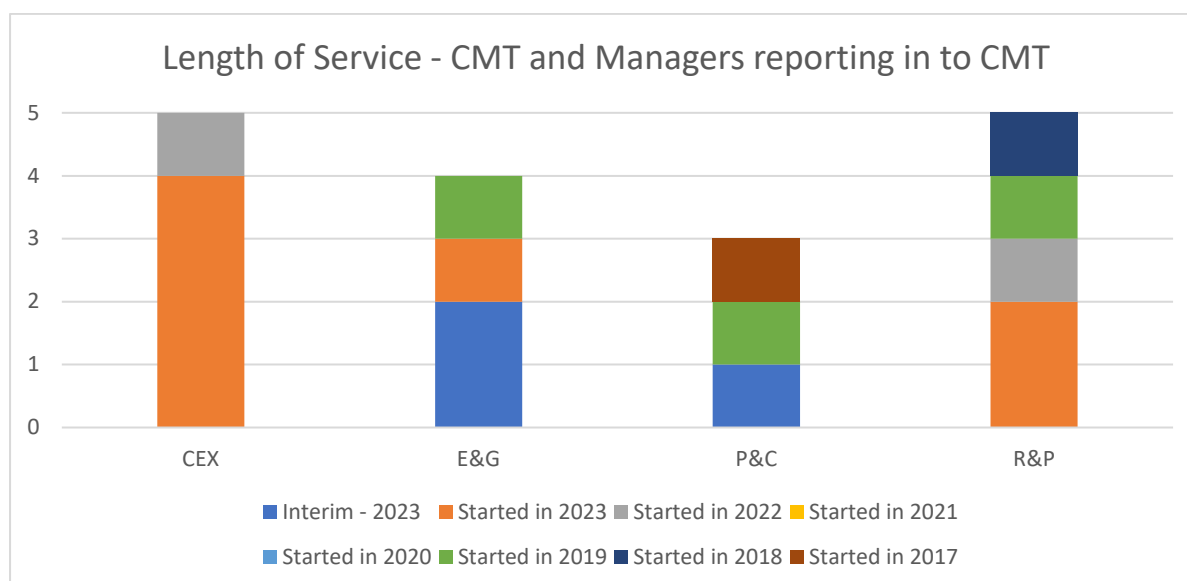
Our results show a steady increase over recent Quarters. We expect to stay at around the same levels (possibly with a slight decrease over the next two quarters as we have had such a significant number of new starters join).

<sup>1</sup> This figure includes leavers that have already exited the organisation.

<sup>2</sup> Data as of 7/11/23 – data provided at Informal Committee was 53% as of 30<sup>th</sup> September 2023.

## 2.8 CMT/Wider Management Team

Another way to measure the rate of change at the CPCA is examining Length of Service for members of CMT, and the managers reporting into CMT. Of the 4 permanent members of CMT, 3 started in April 2023, with the Chief Executive starting in June 2023.



Of the managers reporting into CMT:

Directorate	
CEX	3 started in post in 2023 (1 of those 3 started with the CPCA in a different role in Dec 22).
E&G	1 has been acting up since Aug 22 & working for the CPCA since 2019. 2 others are Interim posts.
R&P	2 have been with the organisation for over 4 years; 1 joined Jan 22; 1 appointed Oct 23.
P&C	1 has been acting up since May 2022, has been in post over 4 years. 1 has been with the CPCA for 6 years.

## 2.9 Staff Survey – trends.

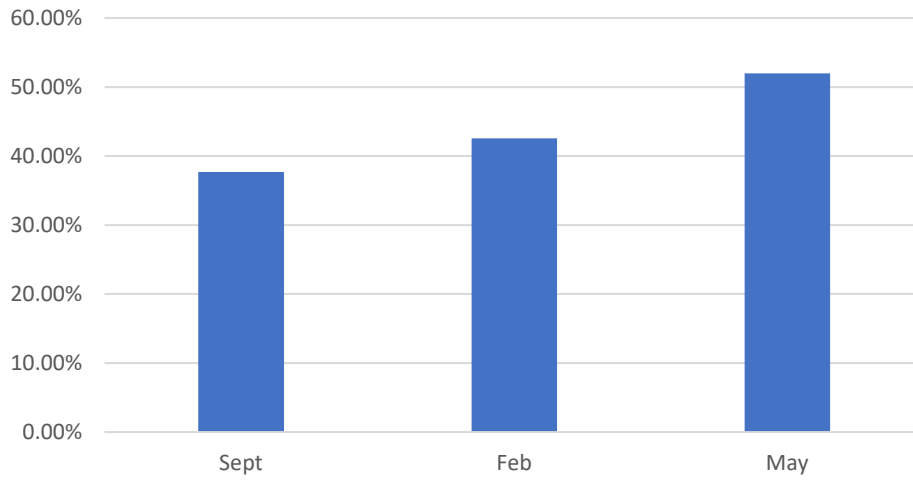
The data below examines the following four questions:

- Do you feel valued by the organisation?
- Do you feel valued by your manager?
- Would you recommend the Combined Authority as a great place to work?
- Do you have a regular 1-2-1 with your manager?

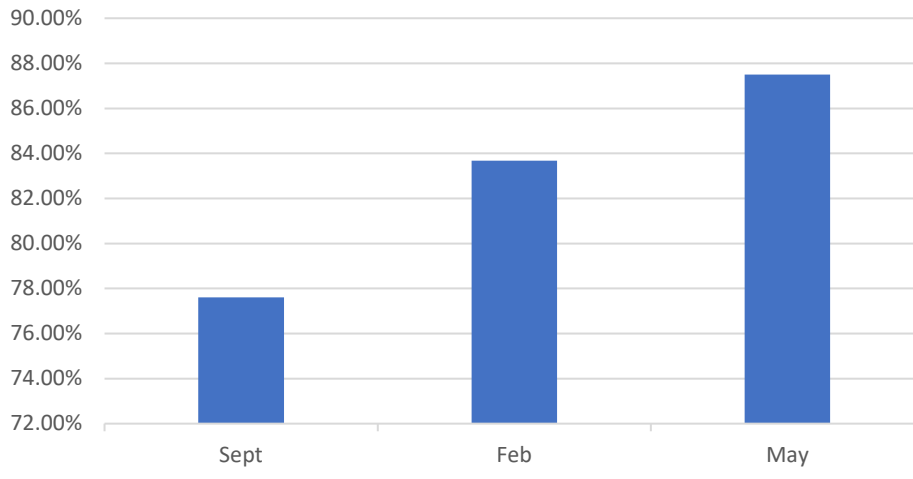
In the last Staff survey, all indicators demonstrated significant improvement in all areas bar one. This was around Flexible Working/Workloads.

Looking at the survey results, you can see a positive trend over all 4 questions.

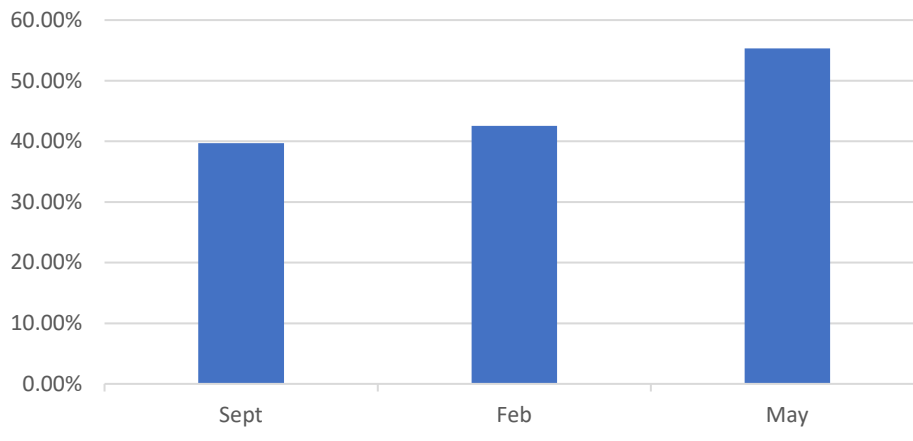
### Do you feel valued by the organisation?

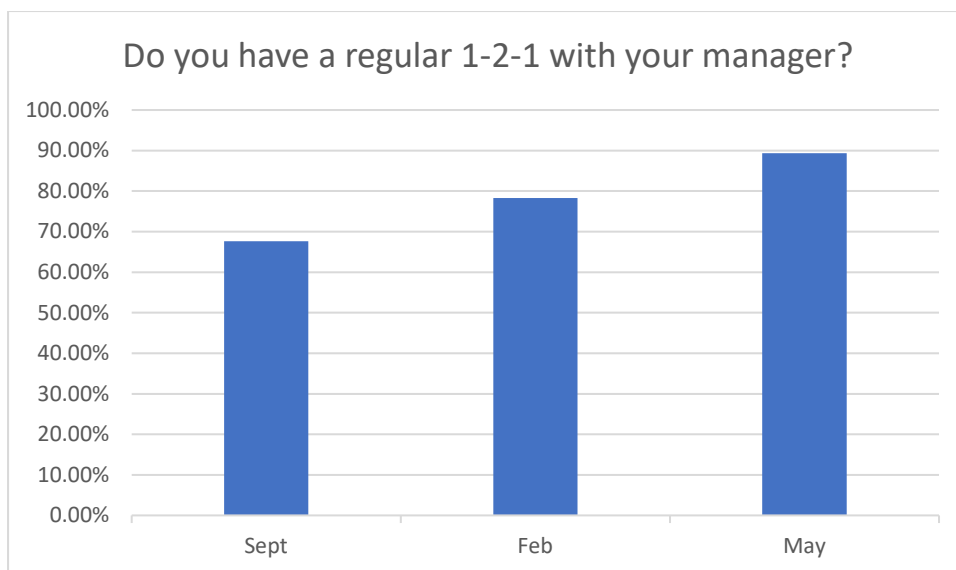


### Do you feel valued by your manager?



### Would you recommend the Combined Authority as a great place to work?





### 2.9.1 May Staff Survey Comments

“I very much recognise the integrity of the current senior leadership of the Combined Authority”.

“The appointment of the new EDs and how they have started implementing new things has started to make the Combined Authority feel more professional which is great”.

“It feels like the CPCA is moving in the right direction to allow people to feel settled in their roles. The last 12 months has been really quite chaotic.”

“It's a very interesting place to work and I can see the potential to grow in knowledge and experience.”

“Feels much better than it did 6 months ago. It feels like things are starting to settle down and we are getting to a more stable position”.

“I wouldn't say we're at the point of great, and there are still issues with overworking and burnout across the organisation, but strategically we're heading back toward being the best place to work in local government.”

“I don't think we are there just yet as a 'great' place to work. There is still work to be done but I can see the changes happening. I think the agile working is a great benefit but at the moment, the work pressure is still high for the majority of people”.

“Flexible working is very good for family time.”

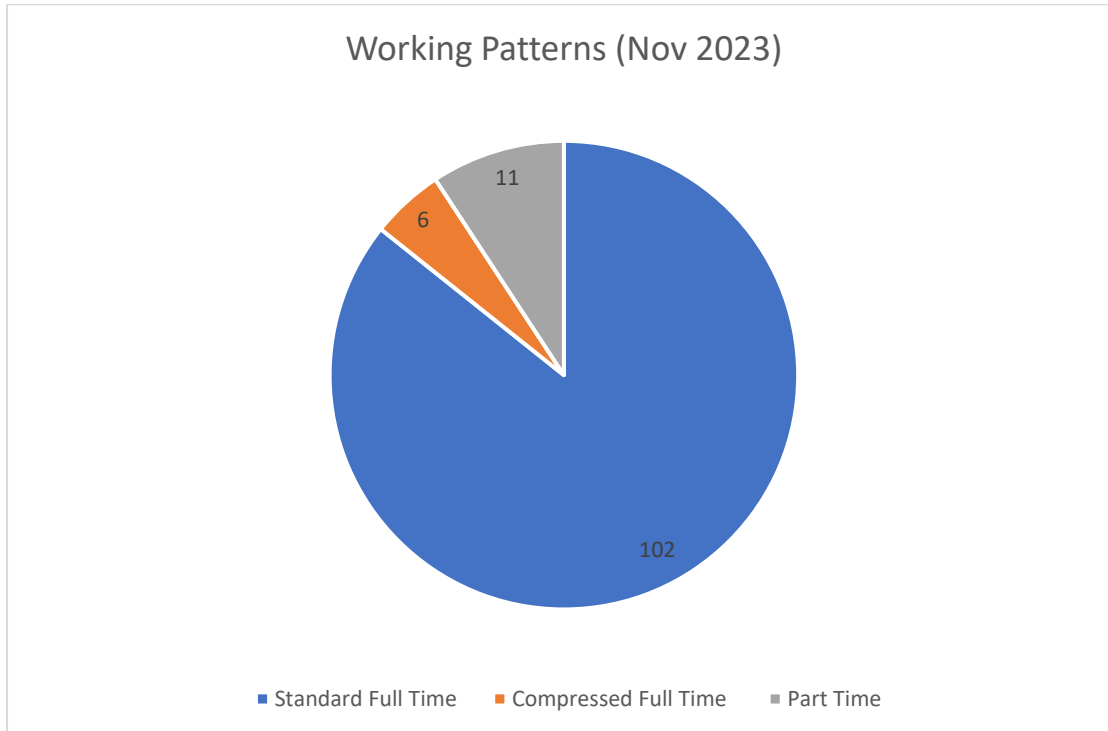
“As mentioned earlier it feels like the CPCA has started to take the necessary steps towards providing stability in the workforce, and to also ignite some excitement about the future of the organisation. The future for staff definitely looks brighter.”

### 2.10 Flexible Working and Workload

The May Staff Survey contained a range of comments in relation to workload & flexible working, as shown above. There were some positive comments, but also some examples of high pressure/potential for burnout. This was explored in breakout sessions at the most recent Staff Conference. We have run Lunch and Learn sessions for staff about Time Management

(attendance of around 20); Sessions about Workload/Burnout (1 session for Managers and 1 session for staff). These gave employees some useful techniques. We are continuing to work in this area.

We have a Flexible Working Policy in place (which will be reviewed next year with statutory changes). We don't have a Flexi-Time Policy in place yet, although we are looking at this as part of a wider review in 2024.



This chart shows the breakdown in working patterns across the organisation. Those individuals that worked Compressed Full Time Hours, work 37 hours either in a 4-day working pattern, or as a 9-day fortnight. 9.24% employees work part-time hours.

### 2.11 The 4 R's – what they are and more context

The 4 R's referred to in the main report are:

- Recruitment
- Retention
- Reward
- Resourcing

#### **What analysis has taken place to understand the Combined Authority's workforce requirements in respect of its ambitions and priorities?**

Over the past 6 months, the AD HR and HR Business Partner have worked closely with CMT to better understand their workforce requirements. This has enabled us to better forecast our recruitment needs over the next 6 months.

A HR Consultant with EELGA produced a report in relation to Recruitment for the AD HR & ED Resources & Performance. This outlined the need for a dedicated Recruitment post (which we are looking to recruit in the next Quarter). As we continue to grow, we would benefit from working with an Application Tracking System (ATS); we are looking at this being a pre-requisite



for our new HR Information System. In the meantime, we will continue to review processes to see where we can continue to improve efficiencies.

It is worth considering that over three quarters of employers have experienced challenges attracting suitable candidates (CIPD, 2022). There are some roles in the organisation that we have found hard-to-recruit, although this has decreased year-on-year. Prior to 2023, Recruitment Agencies were often used; in 2023, they were used for Executive Recruitment. They were also used for hard-to-recruit roles (where we tried the direct approach first) and for the specific campaign with GSENZE Hub (where it was not possible to recruit that volume of posts – over 20).

### **What examples do we have in relation to past or future activity linked to the 4 R's?**

**Resourcing:** National Graduate Development Programme (NGDP – in association with the Local Government Association, LGA): This will be considered by CMT in this Quarter to decide whether to recruit for September 2024.

**Reward:** We launched with our Benefits Provider, Vivup, in February 2023. Prior to this, there was no Provider at the CPCA. In the coming months, we hope to launch Salary Sacrifice schemes, and are exploring additional opportunities with this Provider. The AD HR and HRBP will meet with Vivup, and then make recommendations to CMT.

### **Recruitment:**

**Permanent roles vs Interim/Agency Workers.** The recruitment process is underway to recruit 2 permanent positions at CMT, currently held by Interims. At the next level down, there are 2 posts covered by “Acting Up” arrangements, where existing CPCA Managers are working at a higher level than their substantive post. In addition, there are a further 2 posts covered by Interim workers (in Economy and Growth) and one planned recruitment position for a further AD role in Place & Connectivity. We do have a number of other Interim workers in place, with the majority focused on Improvement Plan work.

**Recruiting and maximising digital opportunities.** We have reviewed and updated the content for the Careers pages on the CPCA website. We now advertise roles through LinkedIn which has increased the number of posts we have been able to recruit directly (not through a recruitment agency). Further work can be done on the Website and Social Media by the new Recruitment Specialist.

**Diversity in recruitment.** We are developing an Equality, Diversity and Inclusion strategy across the organisation. This will include how we can attract and retain diverse candidates.

**Our Agile Way of Working.** This means that we are attracting a range of candidates, and subsequently new starters, across the United Kingdom. This is also contributing to us successfully filling more roles.

**Our recruitment processes.** This includes a one-stage interview over MS Teams for the majority of roles, which is promoted to candidates in our Candidate Recruitment Packs. These also include clear timescales of when interviews will be held. If candidates are successfully shortlisted for interview, HR will make contact, sharing the Behaviour Framework and explaining the interview process. We have received positive feedback from candidates since introducing this.

**Apprenticeships.** We have started to offer Apprenticeships in the organisation. There are plans for future Apprentice roles in the organisation, and we will include this as a discussion point in Workforce Planning meetings with CMT.

**Recruitment/Retention:** Linked to earlier comments about working patterns, we can encourage recruiting managers to consider whether part-time or job share options are utilised and ensure that we are advertising roles in line with this.

### **How are we planning to develop talent in house?**

We have invested significantly in Learning and Development across the organisation in this Financial Year. In addition, we are planning to work with Cambridgeshire County Council to launch an Internal Apprenticeship Programme at ILM Level 5 for Emerging Leaders. We expect this to launch Q4 23/24 or Q1 24/25. According to the CIPD (2022 Resourcing and Talent Planning Survey), 38% of employers are increasing efforts to meet their talent requirements by developing more talent in-house. By offering this programme, alongside current and future opportunities for development delivered by the HR Team & Cambridgeshire County Council, we will continue to develop talent in-house, which will help Resourcing and Retention.

### **What workforce development and staff wellbeing activities are planned/have occurred and how is their effectiveness measured?**

We have run a series of Lunch and Learns over the course of this year. This was based on a specific staff survey questionnaire. Topics have been well-attended and include Time Management (two different sessions), Introduction to Neurodiversity (two different sessions) and Reducing burnout through a great work life balance (one session for Managers and one session for staff). We are now planning further sessions over the coming months based on staff feedback.

HR will outline an organisational Wellbeing Strategy in Q4; there are a range of different providers we can work with to enable us to improve wellbeing levels.

### **How does/will the Combined Authority know that it is providing a positive working environment?**

We will be able to determine this through engagement in our activities, feedback from staff and also feedback through the staff survey.

#### *2.12 Further Information*

[Resourcing and talent planning survey 2022 \(cipd.org\)](https://www.cipd.org)