

# **Remuneration Committee**

## **Wednesday, 9 July 2025**

### **ADDENDA 1**

#### **7. Gender Equality and Ethnicity Pay Gap Report for 2024 – supplementary data request (Pages 1 - 44)**

Report by the Director of Human Resources and Cultural Change

In January 2025, this Committee considered the Gender Equality and Ethnicity Pay Gap Report for 2024. This report responds to questions raised by Committee Members relating to these reports. The Committee asked for further information on how well as a Council we progress individuals, retain talent of our apprentices and qualitative data on why people exit the council.

#### **10. Proposed Organisational Restructuring – Tiers 5 and below (Pages 45 - 54)**

Report by the Director of HR and Cultural Change

The information contained in the report and annexes is exempt in that it falls within the following prescribed categories:

Paragraph 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority,

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that there is an expectation that consultation and negotiation should take place primarily away from the glare of publicity and public scrutiny in keeping with employment law.

Redesign of the senior leadership team (Tiers 1 to 4) was completed in October 2024. The programme from Tier 5 and below will follow the same agreed organisational design principles.

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## REMUNERATION COMMITTEE

9 July 2025

### Gender Equality and Ethnicity Pay Gap Report for 2024 – supplementary data request

**Report by the Director of Human Resources and Cultural Change**

## RECOMMENDATION

1. **The Committee is RECOMMENDED to**
  - a) Note information about the journey of progression within the council to support the council's commitment to growing our own talent and inclusivity (focussed specifically on women, and colleagues who identify as Black, Asian, or of minority ethnicity background (under-represented groups).
  - b) Note information on the number of apprentices and their progression within the council based on age, gender, and ethnicity.
  - c) Note further data to gain a better understanding of what the qualitative data arising from exit interviews is telling the council and what is being done about it, particularly amongst women and colleagues who identify as Black, Asian, or of minority ethnicity background. (underrepresented groups)

## Executive Summary

2. In January 2025, this Committee considered the Gender Equality and Ethnicity pay gap report for 2024. This report responds to questions raised by Committee Members relating to these reports. The Committee asked for further information on how well as a Council we progress individuals, retain talent of our apprentices and qualitative data on why people exit the council. Committee members were specifically interested in women and colleagues who identify as Black, Asian or of minority ethnicity background (underrepresented groups).

The report includes the following annexes:

- (a) Annex 1: Quarterly Workforce Dashboard
- (b) Annex 2: Quarterly Q4 24.25
- (c) Annex 3: Financial Year Report 24.25
- (d) Annex 4: Q4 Exit Interview Report

## Response to questions raised by Committee Members

3. ***a) Progression data for 2024/25 to demonstrate growing our own talent and inclusivity. Focussing specifically on women and Black, Asian, or of minority ethnicity background.***

Overall, 375 people, (12.2%) have progressed within the business throughout 2024/25 in terms of a promotion or secondment opportunity. To which 11% of those individuals declared that they are from a Black, Asian or minority ethnicity and 56% are women.

The percentage of promotions/secondments awarded in 2024/25 to those declared as being from an ethnic minority background increased from 9% in Q3 24/25 to 11% in Q4 24/25.

This is comparable to the Council's current demographic makeup. With colleagues who have declared as being from an ethnic minority background increasing from 11% in Q3 24/25 to 12% in Q4 24/25 (the Council's target of 12.25%).

***b) Number of apprentices and their progression within the council based on age, gender, and ethnicity.***

Since 2020 there have been 164 apprentices join the council, 62 of these have now completed with 39 (63%) who have progressed within the council onto further roles after starting as an apprentice.

Of the 39 who progressed 34 are identified as white, 3 from underrepresented groups and 2 who did not declare their ethnicity.

16 – 18-year-olds who have progressed – 4  
19 – 25-year-olds who have progressed – 21  
25 – 49-year-olds who have progressed – 13  
50+ year olds who have progressed – 1

***c) Request for further data to gain a better understanding of what the qualitative data arising from exit interviews is telling the council and what is being done about it, particularly amongst women and colleagues who identify as Black, Asian, or of minority ethnicity background. (under-represented groups)***

There is no evidence to suggest that individuals who leave the Council are disproportionately defined due to being a woman or from an underrepresented background. 56% of the workforce are female and 44% are male.

In the latest report period, 121 employees left the Council. Of the 19 (6%) who completed the leaver questionnaire, 84% would recommend Oxfordshire County Council as a great place to work.

The top three reasons for leaving in Q4 24/25 were: moving to other jobs (including local government), family commitments, and career breaks.

As a service we acknowledge that a 6% response rate is low and are working to scope automated exit interviews, drive compliance, skill our managers to have a rich conversation and offer an exit interview with a member of HR and Culture Change. We will be reviewing KPI's around this and track the improvements.

**See ANNEX 3 and ANNEX 4**

## **Our People and Culture Strategy**

4. Cabinet approved The HR and Culture Change “Our People and Culture Strategy” for the period 2024 – 2025.

The strategy has four key pillars:

**Attract** - Attracting, recruiting and retaining talented people It is essential that we can attract, recruit and retain our talented people to deliver excellent services for the residents of Oxfordshire.

**Thrive** - Enabling our people to thrive and perform Page 13 Creating a positive and inclusive work environment built on fairness, trust and transparency will allow our People to thrive and perform.

**Grow** - Enabling our people to grow and evolve for the future Providing growth opportunities both on and off the job to build our knowledge, skills and behaviours will help us all deliver the future together

**Lead** - Enabling our people to lead and transform for the future Empowering our leaders to embrace the skills and behaviours needed to achieve high performance and effective outcomes.

The strategy focuses on the vision of being an employer, partner and place shaper of choice, including developing the council's approach to recruitment and retention, pay transparency, flexible working, parental leave, and leadership, amongst other important initiatives. Each of these will contribute to attracting, retaining and reskilling our workforce.

## **Financial Implications**

5. There are no financial implications arising from this report

Comments checked by: Lorna Baxter, Executive Director of Resources and Section 151 Officer  
[Lorna.Baxter@Oxfordshire.gov.uk](mailto:Lorna.Baxter@Oxfordshire.gov.uk)

## Legal Implications

6. The Equality Act 2010, specifically the Gender Pay Gap Information Regulations of 2017, require employers with 250 or more employees on a “snapshot” date to report on their gender pay gap. This involves publishing calculations and data related to the differences in pay between male and female employees, including mean and median hourly rates, and the proportion of men and women in different pay quartiles. The Council chooses to report on any ethnicity pay gap.
7. There are no direct legal implications arising from this report which is responding to points raised by the Committee when it last considered the data relating to any Gender and Ethnicity pay Gap.

Comments checked by: Anita Bradley, Director of Law and Governance and Monitoring Officer

[Anita.Bradley@oxfordshire.gov.uk](mailto:Anita.Bradley@oxfordshire.gov.uk)

## Staff Implications

8. No new or additional implications

## Equality & Inclusion Implications

9. No new or additional implications

**Cherie Cuthbertson**

**Director of Human Resources and Cultural Change**

Annex:                      Annex 1: Quarterly Workforce Dashboard  
                                 Annex 2: Quarterly Q4 24.25  
                                 Annex 3: Financial Year Report 24.25  
                                 Annex 4: Q4 Exit Interview Report

Background papers:      Please refer to Committee Remuneration dates 15<sup>th</sup> January 2025 relating to Gender Pay Gap data and report

[Agenda for Remuneration Committee on Wednesday, 15 January 2025, 10.10 am - Oxfordshire County Council](#)

Contact Officer:              Louise Ward; Talent and Learning Consultant

July 2025

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**Oxfordshire County Council**

## Quarterly Workforce Report - Q4 24/25 for All Directorates

All

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### Our workforce - Q4 24/25

At the end of Q4 24/25, we had **5454** (4606.2 fte) people, a decrease of 39 employees from last quarter. Of these **284** were apprentices, which accounted for **5.2%** of directorate workforce. During Q4 24/25, there were **425** agency workers, compared to 593 workers in last quarter. Of those 425 workers, **395** were active at the end of the quarter.

2019-20	2020-21	2021-22	2022-23	2023-24
5079	5087	5116	5310	5378

### Length of Service 🌟

21% people with under 2 Years	22% people with 2 to 5 Years	57% people with over 5 Years	9.0 years Avg Years of Service
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### Annual Turnover Rate

2021/22	2022/23	2023/24	2024/25
13.3%	12.1%	13.0%	13.5%

Number of starters left within the first 6 months

2021/22	2022/23	2023/24	2024/25
40	62	45	56

### Gender and Age

Age Group	Female (%)	Male (%)
under 26	5.4%	-
age 26-45	44.6%	-
age 46 to 63	43.6%	-
64 or older	6.3%	-

### Promotions/Secondment 👤

375 prom/acting up/secondment in last 12 mths

- 56% are female
- 44% are male
- 4% are declared with a disability
- 11% are ethnic minorities

### Sickness

**8.7 days** were lost per employee to sickness in the past 4 quarters ending Q4 24/25

#### Top 3 Reasons - Q4 24/25

- 28.2% Stress & mental health related
- 14.6% Cold, ENT & Dental
- 9.2% Operation/Post Op.

4.3 days per fte were lost to long term sickness. Long term absence accounted for 49% of all sick days in the past 12 months.

2.8 days per fte were lost to stress related sickness. Stress related absence accounted for 32% of all sick days in the past 12 months.

### Starters


We had **118** starters in Q4 24/25, 17% of these were under 26. New starters account for **2.2%** of total workforce

### Leavers


We had **157** leavers in Q4 24/25, 6% of these were under 26. Leavers account for **2.9%** of total workforce

Contact HR with any questions      Apprenticeship & agency spend

PART 2



OXFORDSHIRE  
COUNTY COUNCIL



Apprentice and agency spend - Q4 24/25 for All Directorates

All


Apprenticeship - celebrate our success

During Q4 there were a total of **41** new apprenticeship enrolments. **16** apprentices have successfully completed their training in Q4 24/25.

Q2 24/25 has seen a large number of enrolments - our largest to date. These include enrolments in the following Apprenticeship programmes:

- 20 Social Work degree
- 6 Paralegal and Solicitor
- 2 Chartered Manager degree
- 2 CIPFA Accountancy Professional

Our Data & Skills Academy has also con with 41 apprenticeship enrolments since Feb 2024.



No. of apprentices on programme - end of Q4 24/25

340

Split by new apprentices vs CPD

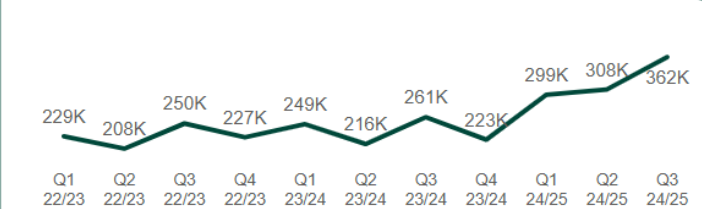
% new apprentice

23.5%

% doing CPD

76.5%

actual spend on apprenticeship by quarter



Quarter	Spend (K)
Q1 22/23	229K
Q2 22/23	208K
Q3 22/23	250K
Q4 22/23	227K
Q1 23/24	249K
Q2 23/24	216K
Q3 23/24	261K
Q4 23/24	223K
Q1 24/25	299K
Q2 24/25	308K
Q3 24/25	362K

Number of new apprentices enrolled in Q4 24/25

41

Split by new apprentices vs CPD

% new apprentice

9.8%

% doing CPD

90.2%

In Q4 24/25 there were


Completions

16

Withdrawals

4

Agency Spend



Agency spend via COMENSURA /HAYS in Q4 24/25 was **£6,554,614**, which has decreased compared to the spend in the last quarter at **£6,821,989**. Please note from Q3 2024-25 spend via HAYS included Statement of Work (SoW). These spend was not included in the previous quarters

Comensura/HAYS spend by quarter

Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23
6.52M	7.03M	6.94M	7.28M
Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
6.65M	7.04M	6.73M	7.01M
Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25
6.94M	6.86M	6.82M	6.55M

Off contract spend by quarter

Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23
2.45M	2.85M	3.53M	3.43M
Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
1.76M	2.55M	1.69M	2.09M
Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25
1.05M	1.50M	1.74M	1.68M

← Back to overview page

Contact HR with any questions

# Quarterly Apprenticeship Report

Q4 24/25

# Quarterly Apprenticeship Report Summary

## Key points

### Cabinet Narrative Q4 24-25

At the end of Q4 24/25, there were **340** apprentices on programme, with **260** being existing staff undertaking apprenticeships as CPD, and **56** in schools. During 24/25, **184** apprentices were enrolled, including **32** in schools.

The actual spend for Q4 24/25 was **£369,093**, with a total spend for the year at **£1,337,587**. This is our largest spend to date, nearly matching our annual levy contribution of **£1,492,317** (including a 10% top-up).

The forecast spend for the next 12 months is around **£1,500,000**, an increase from last year. This exceeds our yearly contribution, but we can use underspent funds from the previous two years.

Plans for new apprenticeship recruitment in 25/26 are well underway. Our Early Careers Team is collaborating with Services and Strategic People Partners to embed apprenticeships into career pathways during the organizational re-design process.

The Data & Skills Academy, launched in January 23, has helped **62** apprentices improve their data skills, essential for transforming services, identifying inefficiencies, and addressing challenges.

# Transaction Details by Type

## Transaction Type

Actual Spend

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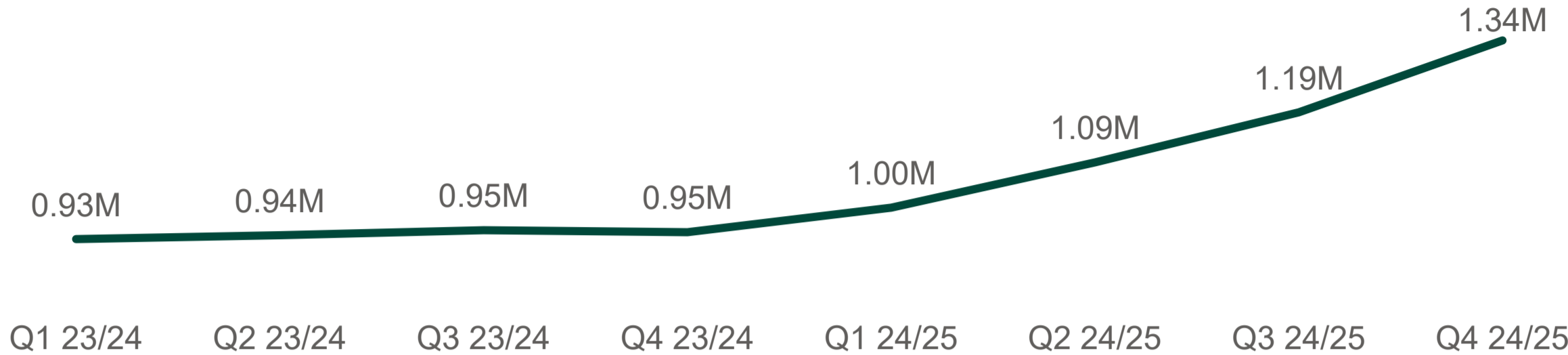
## Service Area

All

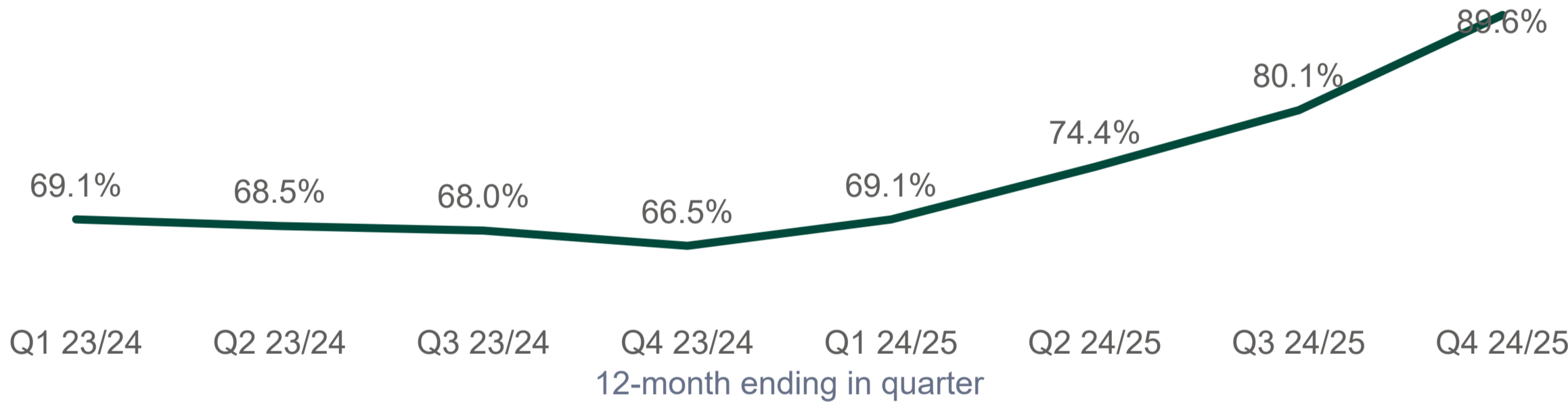
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Service Area	Actual Spend
	686
Adult Social Services	64,653
Children's Services	74,229
Economy & Place	40,898
Environment & Highways	6,984
Finance & Commercial Services	24,435
Fire Officer & Community Safety	33,864
HR & Cultural Change	4,340
IT & Digital	17,888
Total	362,067

## Annual Apprenticeship Levy Spend



## Rolling 12-Mths % of Levy Spend



Fiscal Period	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Apr - Jun	23,227	101,047	140,790	161,227	228,644	249,120	298,849
Jul - Sep	21,624	76,496	199,025	173,053	207,915	215,743	307,578
Oct - Dec	79,659	164,318	121,630	210,498	250,352	260,545	362,067
Jan - Mar	93,340	132,589	151,836	225,711	227,260	223,225	369,093
Total	217,851	474,450	613,281	770,489	914,171	948,633	1,337,587



# Forecast Spend for the 12 Months

£1,161,960

Levy Cost Forecast

£332,596

Completion Payments Forecast

Service Area	CompletionPayments 12 months Forecast	Monthly Payments 12 months forecast	Total 12 months Forecast
Adult Social Services	£59,463	£214,565	£274,028
Children's Services	£59,202	£256,342	£315,544
Economy & Place	£38,688	£60,731	£99,419
Environment & Highways	£6,600	£51,386	£57,986
Finance & Commercial Services	£25,577	£42,363	£67,940
Fire Officer & Community Safety	£30,693	£174,244	£204,937
HR & Cultural Change	£5,258	£23,217	£28,475
IT Operations	£21,872	£28,977	£50,849
Law & Governance	£19,535	£78,328	£97,862
Property & Assets	£7,000	£19,744	£26,744
Public Affairs, Policy & Partnerships	£2,400	£0	£2,400
Public Health & communities	£0	£11,364	£11,364
Schools	£43,405	£163,642	£207,046
Transformation Digital & CS	£12,903	£37,058	£49,961
Total	£332,596	£1,161,960	£1,494,556

Standard

- ☐ Accountancy or taxation professional
- ☐ Accounting technician
- ☐ Accounts Assistant
- ☐ Accounts or Finance Assistant
- ☐ Adult Care Worker
- ☐ Artificial Intelligence (AI) Data Specialist
- ☐ Assessor coach
- ☐ Assistant Accountant
- ☐ Associate Project Manager
- ☐ Business Administrator
- ☐ Business Analyst
- ☐ Chartered Manager
- ☐ Chartered Town Planner
- ☐ Children and Young Peoples workforce
- ☐ Children Young Peoples workforce
- ☐ Children, Young People & Families Manager
- ☐ Children, Young People & Families Practitioner
- ☐ Children, Young People and Families Manager

Apprenticeship training course	ActualSpend
Accountancy or taxation professional	10,999.45
Adult care worker	3,705.98
Artificial intelligence (AI) data specialist	12,131.73
Assistant accountant	6,911.08
Associate project manager	6,666.67
Business administrator	50,288.10
Business analyst	7,118.80
Chartered manager (degree)	7,342.92
Chartered town planner (degree)	16,738.54
Children, young people and families manager	28,827.52
Children, young people and families practitioner	33,121.55
Civil engineer (degree)	15,430.57
Coaching professional	18,774.39
Commercial procurement and supply (formerly Public sector commercial professional)	12,003.18
Corporate responsibility and sustainability practitioner	4,839.10
Counter fraud investigator	4,500.00
Cultural learning and participation officer	4,465.83
Customer service practitioner	3,697.44
Cyber security technologist (2021)	9,307.47
Data analyst	134,284.80
Data scientist (integrated degree)	1,477.69
Data technician	124,575.14
Digital and technology solutions professional	8,250.00
Digital and technology solutions specialist (integrated degree)	20,950.98
Early years educator	13,281.59
Early years lead practitioner	8,711.11
Early years practitioner	7,003.85
Facilities management supervisor	7,602.61
Facilities services operative	3,120.00
HR support	1,380.00
Improvement practitioner	38,914.29
Information communications technician	7,333.33
Internal audit practitioner	5,398.20
<b>Total</b>	<b>1,191,718.69</b>

Apprenticeship training course

- ☐ (Blank)
- ☐ Accountancy or taxation professional
- ☐ Adult care worker
- ☐ Artificial intelligence (AI) data specialist
- ☐ Assistant accountant
- ☐ Associate project manager
- ☐ Business administrator
- ☐ Business analyst

Service Area

- ☐ (Blank)
- ☐ Adult Social Services
- ☐ Children's Services
- ☐ Economy & Place
- ☐ Environment & Highways

Year

- ☐ 2025
- ☒ 2024
- ☐ 2023
- ☐ 2022
- ☐ 2021



Number of new apprentices by quarter

Fiscal Period	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Apr - Jun		6	43	5	41	29	28	25
Jul - Sep	16	46	33	36	58	33	35	73
Oct - Dec	6	44	17	28	29	38	27	46
Jan - Mar	11	15	25	23	36	53	63	41
Total	33	111	118	92	164	152	153	184

Apprenticeship Type

- ☐ Apprentice
- ☐ Permanent (Cpd)

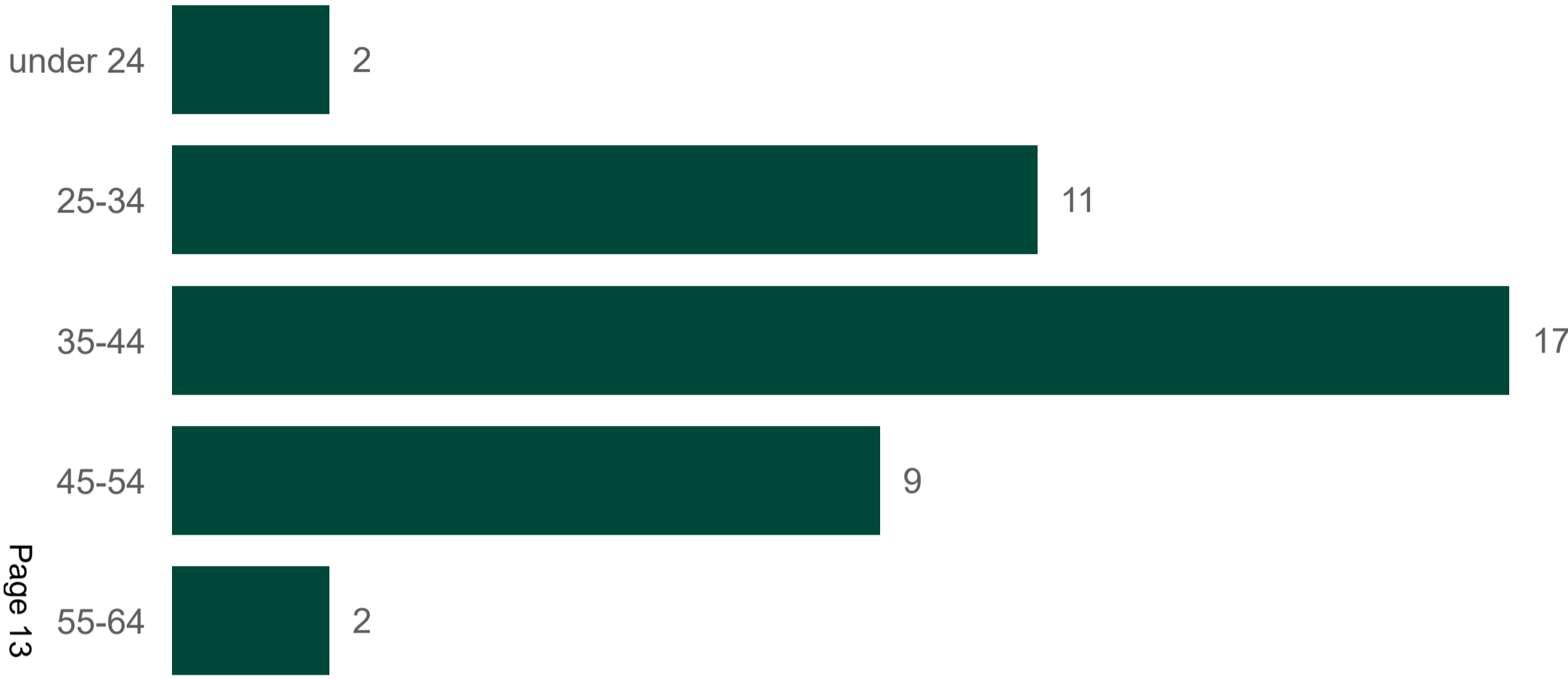
Service Area

- ☐ Adult Social Services
- ☐ Children's Services
- ☐ Economy & Place
- ☐ Environment & Highways
- ☐ Finance & Commercial Servi...
- ☐ Fire Officer & Community Saf..
- ☐ HR & Cultural Change
- ☐ IT Operations
- ☐ Law & Governance
- ☐ Property & Assets
- ☐ Public Affairs, Policy & Partn...
- ☐ Public Health & communities
- ☐ Schools
- ☐ Transformation Digital & C.S

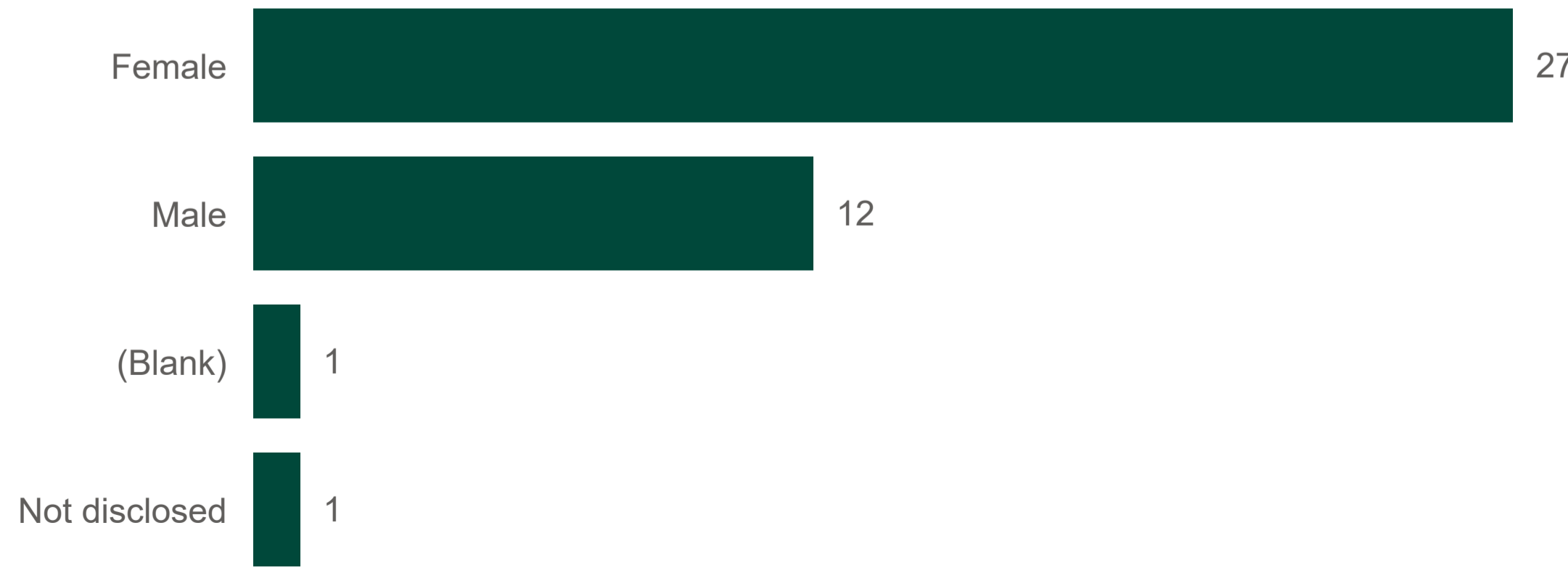
Committed spend on new apprentices by quarter

Fiscal Year	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Apr - Jun		17,500	214,600	31,000	237,486	189,279	177,220
Jul - Sep	106,000	472,100	344,500	430,851	540,786	291,845	404,705
Oct - Dec	14,000	222,916	72,427	309,885	215,000	308,969	280,044
Jan - Mar	25,000	69,500	142,000	172,454	350,618	401,784	616,383
Total	145,000	782,016	773,527	944,190	1,343,890	1,191,877	1,478,352

Number of new apprentices by Age Group



Number of new apprentices by Gender



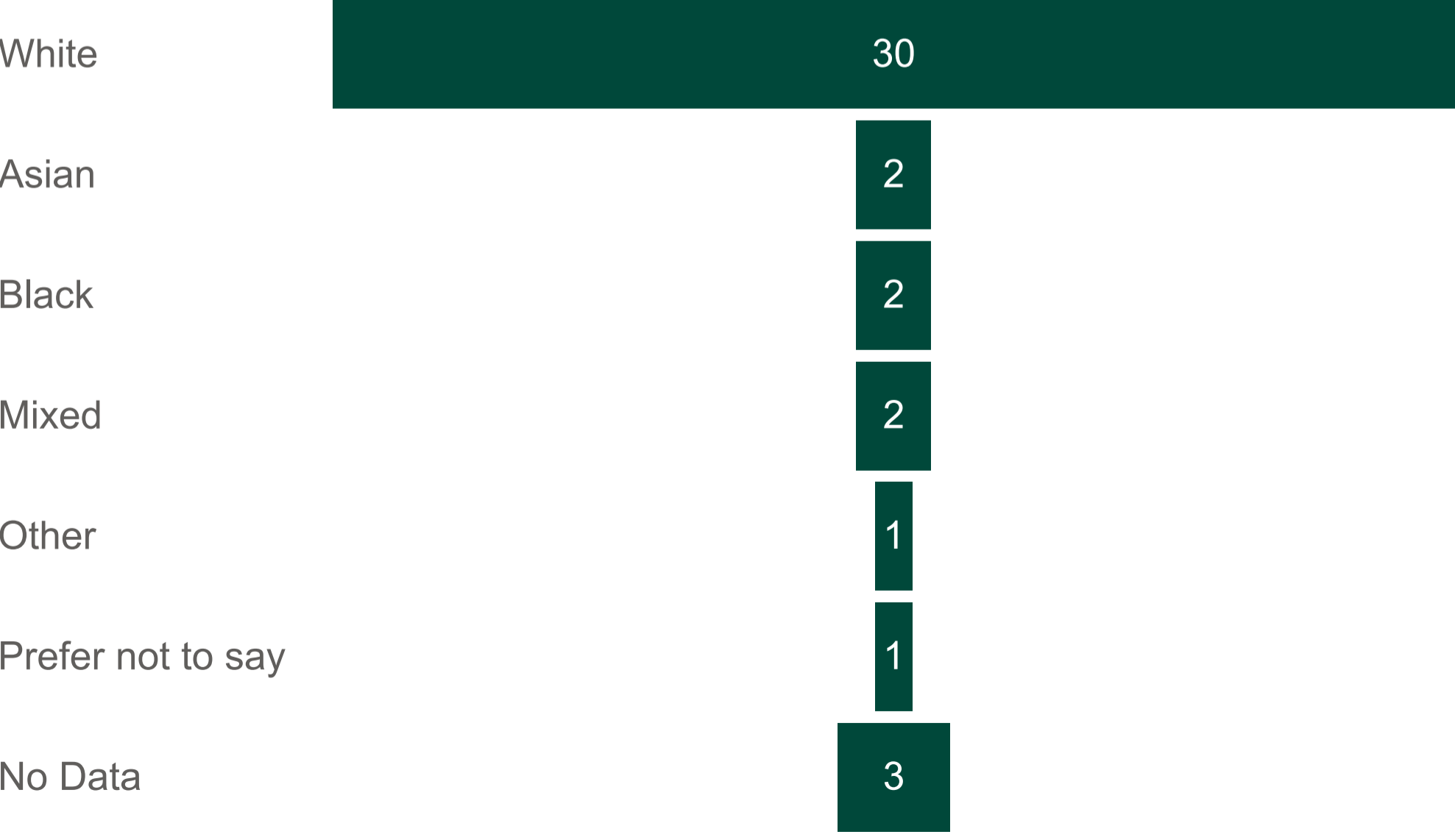
Number of new apprentices under 19 years old in selected quarter(s)

1

Number of new apprentices declared with a disability

3

Number of new apprentices by Ethnicity Group



Quarter Year

- ☐ Q1 25/26
- ☒ Q4 24/25
- ☐ Q3 24/25
- ☐ Q2 24/25
- ☐ Q1 24/25
- ☐ Q4 23/24
- ☐ Q3 23/24
- ☐ Q2 23/24
- ☐ Q1 23/24
- ☐ Q4 22/23
- ☐ Q3 22/23
- ☐ Q2 22/23
- ☐ Q1 22/23
- ☐ Q4 21/22
- ☐ Q3 21/22
- ☐ Q2 21/22
- ☐ Q1 21/22
- ☐ Q4 20/21
- ☐ Q3 20/21
- ☐ Q2 20/21

Number of completions in selected quarter(s)

16



Number of withdrawals in selected quarter(s)

4



Apprenticeship Type

- ☐ Apprentice
- ☐ Permanent (Cpd)

Service Area

- ☐ Adult Social Services
- ☐ Children's Services
- ☐ Economy & Place
- ☐ Environment & Highways
- ☐ Finance & Commercial S...
- ☐ Fire Officer & Communit...
- ☐ HR & Cultural Change
- ☐ IT Operations
- ☐ Law & Governance
- ☐ Property & Assets

Quarter Year

- ☐ Q1 25/26
- ☒ Q4 24/25
- ☐ Q3 24/25
- ☐ Q2 24/25
- ☐ Q1 24/25
- ☐ Q4 23/24
- ☐ Q3 23/24
- ☐ Q2 23/24
- ☐ Q1 23/24
- ☐ Q4 22/23
- ☐ Q3 22/23
- ☐ Q2 22/23
- ☐ Q1 22/23
- ☐ Q4 21/22
- ☐ Q3 21/22
- ☐ Q2 21/22
- ☐ Q1 21/22
- ☐ Q4 20/21
- ☐ Q3 20/21
- ☐ Q2 20/21

# Total on programme by apprentice standard

Framework/Standard	Adult Social Services	Children's Services	Economy & Place	Environment & Highways	Finance & Commerce
Accountancy or taxation professional					4
Accounts or Finance Assistant					
Adult Care Worker	4				
Artificial Intelligence (AI) Data Specialist			1		
Assistant Accountant					2
Associate Project Manager	2				
Business Administrator	3	10			
Business Analyst			1		
Chartered Manager					
Chartered Town Planner			4		
Children, Young People & Families Manager		21			
Children, Young People & Families Practitioner		14			
Children, Young People and Families Manager		1			
Children, young people and families practitioner		1			
Civil Engineering Degree Apprenticeship			1		
Cooking Professional					
Total	56	79	30	11	17

## Status

- ☐ Completed
- ☒ Live
- ☒ Paused
- ☐ Waiting To Start
- ☐ Withdrawn

## Year

- ☐ 17/18
- ☐ 18/19
- ☐ 19/20
- ☐ 20/21
- ☐ 21/22
- ☐ 22/23

## Period

- ☒ Apr - Jun
- ☒ Jul - Sep
- ☒ Oct - Dec
- ☒ Jan - Mar

# Total Apprentices on Programme by selected status at the end of Q4 24/25

Status

Completed

Live

Paused

Waiting To Start

Withdrawn

Quarter Year

Q4 24/25

▼

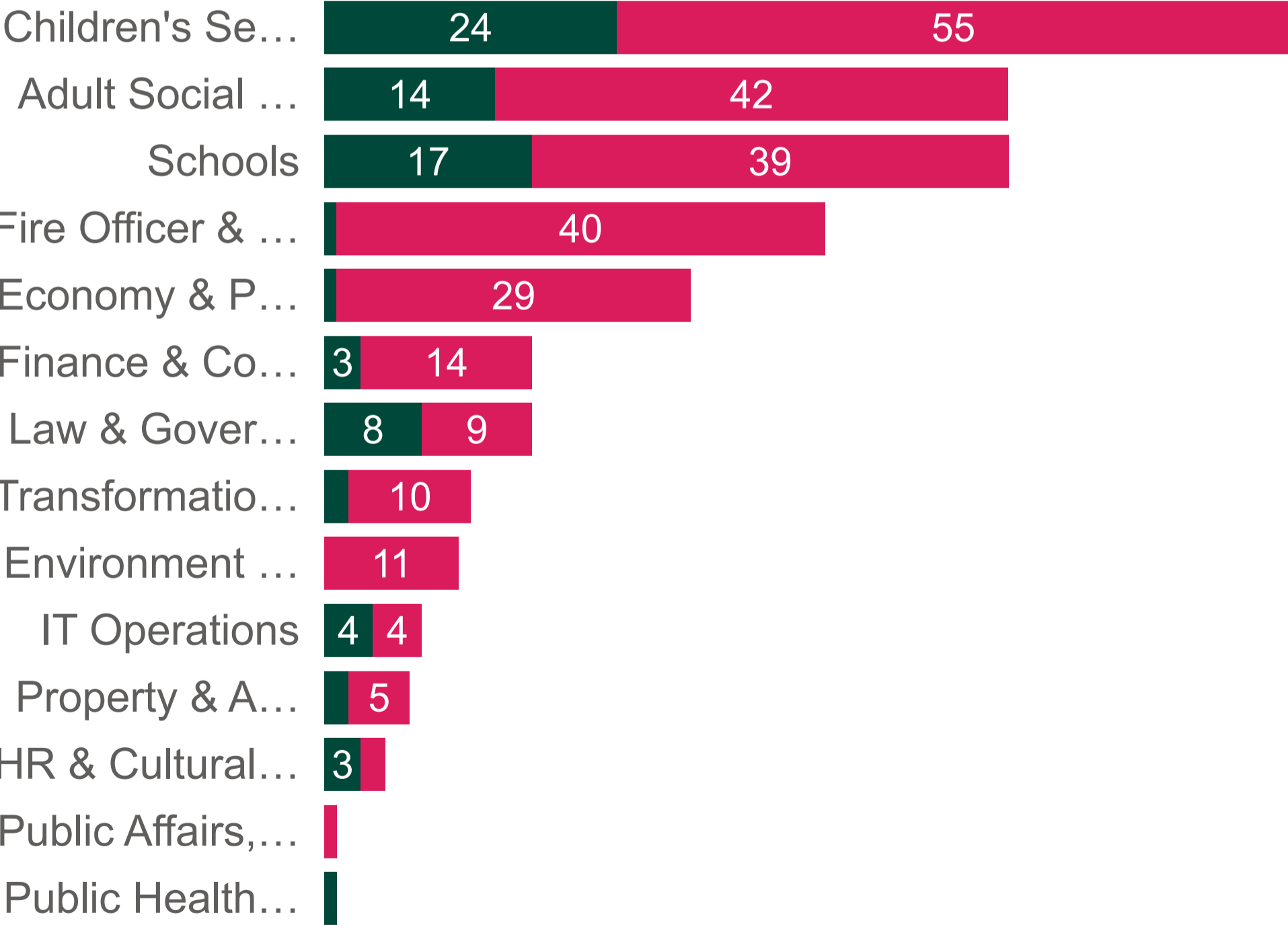
Service Area

All

▼

Service Area	Apprentice	Permanent (Cpd)	Total
Adult Social Services	14	42	56
Children's Services	24	55	79
Economy & Place	1	29	30
Environment & Highways		11	11
Finance & Commercial Services	3	14	17
Fire Officer & Community Safety	1	40	41
HR & Cultural Change	3	2	5
IT Operations	4	4	8
Law & Governance	8	9	17
Property & Assets	2	5	7
Public Affairs, Policy & Partnerships		1	1
Public Health & communities	1		1
Schools	17	39	56
Transformation Digital & CS	2	10	12
Total	80	260	340

## Total on Programme



● Apprentice ● Permanent (Cpd)



# 24/25 financial year overview

Exit interview stats



# Overview 24/25 financial year

- ❖ Our turnover rate this financial year was 13.5%
- ❖ Exit interview response rate was 30% overall and 38.6% as a percentage of voluntary leavers.



# Main reasons for leaving in 24/25 – Exit interview data

Page 19

Reason for leaving	Pct Reason	Responses
To take up a career development opportunity elsewhere	15.3%	66
Health and wellbeing	12.7%	55
Job satisfaction	9.3%	40
Personal reasons	9.3%	40
Retirement	8.6%	37
Lack of opportunity to progress internally	6.3%	27
Location	6.0%	26
Working relationships (including relationship with your manager)	5.6%	24
Pay and Benefits	4.9%	21
Workload	4.9%	21
Parental/caring responsibilities	3.2%	14
Working arrangements/hours available	3.0%	13
Working environment (e.g. offices)	2.8%	12
End of fixed term contract	1.9%	8
Moving to another role in the council	1.9%	8

*\*Colleagues can select more than one reason for leaving when submitting their exit interview response*

[illegible]

[illegible]



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# Managers

We had 111 managers leave our organisation in the last financial year – Directorates and average years of service at the time of leaving can be seen in the pivot table below

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Directorate	Count of Personnel No.	Average of Years of Service
Children's Services	38	14
Adult and Housing Services	19	14
Finance Procurement HR and IT	15	8
Public Health and Communities	9	17
Environment and Highways	7	14
Customer and Culture	5	20
Economy and Place	4	3
Law and Gov and Monitoring Officer	4	4
Environment and Place	3	4
Property and Assets	3	25
Transformation Digital and Cust Exp	2	1
Planning Environment and Climate Change	1	6
Fire Officer and Community Safety	1	6
<b>Grand Total</b>	<b>111</b>	<b>13</b>



# Culture

- ❖ 76% of leavers from this financial year would recommend OCC as a great place to work
- ❖ 63% of leavers agreed or strongly agreed OCC is strong on equality, diversity or inclusion

## Recommendations:

- ❖ Only 43% of leavers this financial year agreed that Oxfordshire County Council lives its corporate values. We saw similar responses in Q4's report which could suggest that our organisation could currently really benefit from benefit from communications around our corporate values or examples of value led working.
- ❖ Another way to promote and embed our values could be through our reward platform HighFive which enables colleagues to send recognition and praise to their peers when they have been recognised to live one of our values

Recommend OCC Responders to others?

Yes	147
No	46
<b>Total</b>	<b>193</b>

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**message**

### hfType

- ☐ Always Learning
- ☐ Be Kind & Care
- ☐ Congratulations!
- ☐ Daring to do it Differ...
- ☐ Equality & Integrity
- ☐ Taking Responsibility
- ☐ Welcome





# EDI

We had 19 responses for leavers with protected characteristics.

- ❖ 84% of these leavers would recommend Oxfordshire County Council as a great place to work.
- ❖ 68% of these leavers agreed that Oxfordshire County Council is strong on Equality, Diversity and Inclusion



# Glass door – financial year review

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## Ratings by category ⓘ

- 4.4 Work/Life balance
- 4.2 Diversity and inclusion
- 4.0 Culture and values
- 3.8 Career opportunities
- 3.8 Senior management
- 3.7 Compensation and benefits

## Ratings by category ⓘ

- 4.4 Work/Life balance
- 4.3 Diversity and inclusion
- 4.1 Culture and values
- 3.9 Career opportunities
- 3.8 Compensation and benefits
- 3.8 Senior management

## Ratings by category ⓘ

- 4.4 Diversity and inclusion
- 4.2 Work/Life balance
- 4.1 Culture and values
- 4.0 Compensation and benefits
- 3.8 Career opportunities
- 3.8 Senior management

## Ratings by category ⓘ

- 4.1 Culture and values
- 4.4 Equality, diversity and inclusion
- 4.1 Work/Life balance
- 3.5 Senior management
- 3.7 Compensation and benefits
- 3.7 Career opportunities

Q1 of 24/25

Q2 of 24/25

Q3 of 24/25

Q4 of 24/25

We are recognised as an engaged employer on Glass Door, demonstrating our focused customer centric approach with the most recent responses left on our Company Glass Door page receiving responses directly from our organisation. Our current rating on Glass Door is 3.9 stars with 86% CEO approval.  
*Our CEO approval rating has improved since last quarter.*



# Work/Personal email address

Row Labels	Count of Email Address
Personal	97
Work Email Address	66
Anonymous	31
<b>Grand Total</b>	<b>194</b>

To boost the response rate, we have focused on making the exit interview submission process as accessible as possible. Colleagues can complete the exit interview after leaving the organisation and using a personal device. The table above highlights the number of responses submitted via personal email addresses compared to work email addresses, demonstrating that colleagues are finding it beneficial to complete the form using personal devices or addresses.



# Q4 Exit Interview Report



# Local Government Association

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*“Exit interviews can be an opportunity to understand and analyse the reasons behind the individual leaving and a means to use this information to improve aspects of the organisation”*



# Reasons for leaving and average years of service

Reason for leaving	Count of Personnel No.	Average of Years of Service
Compromise Agreement	1	2
Dismiss - Capability	1	12
Dismiss - Conduct	1	9
Dismiss - End Fixed Term Contr	1	4
Dismiss - End Temp Contract	3	1
Dismiss - Other	2	0
Dismiss - Redundancy + Pens	4	18
Dismiss - Unsatisfac Probatn	1	1
Dismissal - Redundancy (STD)	4	10
Mutual Agreement	2	12
Resign - Alternative Employmt	49	5
Resign - Alternative LG Org	6	3
Resign - Career Break	9	4
Resign - Dissatisfaction	7	3
Resign - Family Commitment	9	3
Resign - Health	5	8
Resign - Late Retirement	1	6
Resign - Moving Away/Emigrate	4	10
Resign - Post Maternity Leave	1	10
Retirement - Voluntary	6	19
Retirement Normal Pension Date	4	21
<b>Grand Total</b>	<b>121</b>	<b>7</b>

In the last quarter of 2024/2025 financial year (January to March 2025) we had 121 directorate leavers. Of these, we received 39 exit interview responses, resulting in an overall response rate of 32.2%. This has decreased since quarter three where our response rate was 37.9%.

There are no obvious trends to explain the decrease in response rate for this quarter. Whilst we can take into account the percentage of involuntary leavers, 16.4% of leavers in Q4 were involuntary and a similar percentage of 16.5% in Q3.

- ❖ Response rate as percentage of voluntary leavers is 45.3%
- ❖ We had an overall employee turnover rate of 2.4% this quarter (exclusive of FRS) and a voluntary turnover rate of 2%

# Exit interview responses

Reason for leaving	Pct Reason	Responses
Health and wellbeing	16.0%	15
To take up a career development opportunity elsewhere	13.8%	13
Personal reasons	10.6%	10
Job satisfaction	9.6%	9
Lack of opportunity to progress internally	8.5%	8
Pay and Benefits	7.4%	7
Location	6.4%	6
Retirement	6.4%	6
Parental/caring responsibilities	4.3%	4
Working relationships (including relationship with your manager)	4.3%	4
Workload	4.3%	4
End of fixed term contract	3.2%	3
Working arrangements/hours available	2.1%	2
Lack of support from managers, mental health and workplace stress	1.1%	1
Role changed from when appointed	1.1%	1
To run my own business	1.1%	1



# Responses per directorate

Directorate	Responses	As pct
Children's Services	9	1.5%
Public Health	6	1.0%
Customers and Cultural Services	4	0.6%
Resources (HR, IT, Finance, Procurement & Properties)	4	0.6%
Adult and Housing Services	3	0.5%
Communications, Strategy and Insight	3	0.5%
Environment and Highways	3	0.5%
Economy and Place	2	0.3%
Oxfordshire County Council Schools	2	0.3%
Law and Governance	1	0.2%
Oxfordshire County Council Casuals/Volunteers	1	0.2%
Planning Environment and Climate Change	1	0.2%



# Children's Services

Reason for leaving	Pct Reason	Responses
Health and wellbeing	20.0%	5
To take up a career development opportunity elsewhere	16.0%	4
Location	12.0%	3
Parental/caring responsibilities	12.0%	3
Personal reasons	12.0%	3
Job satisfaction	8.0%	2
End of fixed term contract	4.0%	1
Lack of opportunity to progress internally	4.0%	1
Pay and Benefits	4.0%	1
Working arrangements/hours available	4.0%	1
Working relationships (including relationship with your manager)	4.0%	1

\*Colleagues can select more than one reason for leaving when submitting their exit interview response

## WWW – Relationships

- 100% of colleagues agreed or strongly agreed that they had **good working relationships** with their colleagues - This question receives a positive response from this service every quarter
- 100% of colleagues agreed or strongly agreed that they had the opportunity to work alongside internal and external teams suggesting the Council's approach to a more matrix style of working is being practiced well in this service.

## EBI – Health and wellbeing

The main reason given for leaving this quarter was 'Health and Wellbeing'

- Over 55% of leavers responded neutrally when asked whether PAM was helpful and 33% responded neutrally when asked whether Oxfordshire County Council has great wellbeing resources.

## Recommendations :

- ❖ It is difficult to find a solution to retain colleagues who leave due to 'Health and Wellbeing' – leaving colleagues may respond neutrally when asked about our wellbeing provider (neither agreeing or disagreeing) because they haven't used the service.
  - 40% of leavers who left due to health and wellbeing responded neutrally to the question concerning PAM

It may be beneficial for leaders within this directorate to share the wellbeing resource list with colleagues who can choose with means of support would be most appropriate for them. Including increasing the awareness of our new EAP provider PAM assist, should colleagues choose to access it.



# Public Health

Reason for leaving	Pct Reason	Responses
Health and wellbeing	16.7%	3
To take up a career development opportunity elsewhere	16.7%	3
Working relationships (including relationship with your manager)	16.7%	3
Lack of opportunity to progress internally	11.1%	2
Personal reasons	11.1%	2
Job satisfaction	5.6%	1
Location	5.6%	1
Pay and Benefits	5.6%	1
Retirement	5.6%	1
Workload	5.6%	1

## WWW – Role and Workload

- 100% of leavers agreed that their job description accurately represented the role
- 100% agreed they had access to suitable equipment and the systems required for my role

## EBI – Culture and Comms

- 50% of leavers responded neutrally when asked whether Oxfordshire County Council lives its corporate values
- The same percentages responded neutrally when asked whether they received regular and useful communications from Directors and the Chief Exec.

## Recommendations :

- ❖ Since 50% of leavers responded neutrally when asked whether Oxfordshire County Council lives its corporate values and whether they received regular and useful communications from Directors and the Chief Exec, it may be beneficial for leaders to enhance communication efforts. Leaders should ensure that corporate values are consistently communicated and embodied in daily operations. Regular and meaningful communication from top management can help reinforce these values and improve overall employee engagement and retention



# Adult Social Services

Reason for leaving	Pct Reason	Responses
Health and wellbeing	16.7%	1
Job satisfaction	16.7%	1
Lack of support from managers, mental health and workplace stress	16.7%	1
Personal reasons	16.7%	1
Retirement	16.7%	1
Workload	16.7%	1

*\*Colleagues can select more than one reason for leaving when submitting their exit interview response*

## WWW – Role and workload

- 100% of leaving colleagues agreed that they had good working relationships with their colleagues
- 100% of leaving colleagues agreed that they knew where to go for help with technical elements of their role

## EBI – Wellbeing

- 2/3 colleagues disagreed that they were paid appropriately for their role
- The same proportion of leavers disagreed that they had the opportunity to develop personally.

## Recommendations :

- ❖ Data from this quarter mirrors what we have seen in previous quarters. Health and wellbeing is still one of the top three reasons for leavers in Adult Social Services.
  - ❖ It is difficult to find a solution to retain colleagues who leave due to 'Health and Wellbeing' – leaving colleagues may respond neutrally when asked about our wellbeing provider (neither agreeing or disagreeing) because they haven't used the service.



# Customer and Culture

Reason for leaving	Pct Reason	Responses
Location	25.0%	2
Health and wellbeing	12.5%	1
Parental/caring responsibilities	12.5%	1
Retirement	12.5%	1
To take up a career development opportunity elsewhere	12.5%	1
Working arrangements/hours available	12.5%	1
Workload	12.5%	1

*\*Colleagues can select more than one reason for leaving when submitting their exit interview response*

## WWW – Role and Workload

- 75% of colleagues agreed or strongly agreed that they had good working relationships with their colleagues
- 75% of colleagues agreed or strongly agreed that they had good working relationships with their line manager

## EBI –

- Responses from this directorate were neutral in majority.
- 100% of the responders remained neutral when asked whether Oxfordshire County Council has great wellbeing resources
- 100% of the responders remained neutral when asked about PAM
- 100% of the responders remained neutral when asked whether Oxfordshire County Council is strong on equality, diversity and inclusion

All leavers from the directorate this quarter identify as female.

## Recommendations :

- ❖ Responses suggest it may be beneficial for leaders to spread awareness on the EDI training available on Learning Zone to ensure we align with our corporate values.



# Resources

Reason for leaving	Pct Reason	Responses
Health and wellbeing	28.6%	2
Job satisfaction	14.3%	1
Pay and Benefits	14.3%	1
Retirement	14.3%	1
To take up a career development opportunity elsewhere	14.3%	1
Workload	14.3%	1

*\*Colleagues can select more than one reason for leaving when submitting their exit interview response*

## WWW – Relationships and role

- 100% of leavers agreed or strongly agreed that they had good working relationships with their colleagues
- 100% agreed that they had regular and constructive 1-1's
- 100% agreed that Oxfordshire County Council is strong on Equality, Diversity and Inclusion

## EBI – Training and development

- 50% of leavers disagreed that there were useful training opportunities
- The same percentages disagreed that they had the opportunity to develop personally.

## Recommendations :

- ❖ Responses could suggest wider comms around the Council's Community of Practice within this directorate, especially as the current three (project and programme management; strategy and policy; and data and insight) may be of particular interest to those colleagues employed within this directorate.



# Leavers with protected characteristics

In Q4 we had 14 leavers with protected characteristics, from these we had 3 exit interviews giving us a response rate of 21.4%. This has improved since last quarters report

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The main reason for leaving was “taking up a career opportunity elsewhere”

There are no distinct reasons or trends indicating that employees from ethnic minority backgrounds are leaving the organisation for reasons different from the rest of the workforce and **all leavers with protected characteristics would recommend Oxfordshire County Council as a great place to work.**

# Leaving managers

Row Labels	Count of Personnel No.	Average of Years of Service
Was Manager	25	11
Dismiss - Redundancy + Pens	4	18
Dismissal - Redundancy (STD)	3	12
Mutual Agreement	1	4
Resign - Alternative Employmt	5	5
Resign - Alternative LG Org	4	3
Resign - Career Break	1	13
Resign - Dissatisfaction	1	0
Resign - Family Commitment	1	3
Resign - Late Retirement	1	6
Resign - Moving Away/Emigrate	1	27
Retirement - Voluntary	1	32
Retirement Normal Pension Date	2	22
<b>Grand Total</b>	<b>25</b>	<b>11</b>

Reasons for leaving for managers can be seen in the table below. Figures highlighted in red show number of leavers who may be unlikely to complete an exit interview due to their reason for leaving. Leaving managers in Q4 of 24/25 had on average 11 years of service with Oxfordshire County Council

## WWW- Relationships:

- ❖ 100% of respondents agreed or strongly agreed they had good working relationships with managers and colleagues
- ❖ All leaving manager also agreed they had regular and constructive 1-1's/supervisions

## EBI –Corporate values

- ❖ 66% of leaving managers disagreed or responded neutral when asked whether Oxfordshire County Council lives its corporate values
- ❖ 50% disagreed or responded neutrally when asked whether Oxfordshire County Council is strong on Equality, Diversity and Inclusion

## Recommendations:

In quarter four of this financial year, we had 25 managerial colleagues leave the organisation. From those leavers (all of which externally left the organisation) we had 6 exit interviews submitted.

- ❖ This gives us a response rate of 24% from colleagues who are managers which has declined by almost 50% since last quarter.
- ❖ This suggests that that communications to Spread awareness about the benefits of completing exit interviews, such as how the feedback can lead to positive changes within the organisation should be circulated. Managers within our organisation should be leading by example and the lack of responses suggest the value of feedback is being understated within the organisation



# Glass door – financial year review

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## Ratings by category ⓘ

- 4.4 Work/Life balance
- 4.2 Diversity and inclusion
- 4.0 Culture and values
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- 3.8 Senior management
- 3.7 Compensation and benefits

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- 3.8 Compensation and benefits
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Q1 of 24/25

Q2 of 24/25

Q3 of 24/25

Q4 of 24/25

We are recognised as an engaged employer on Glass Door, demonstrating our focused customer centric approach with the most recent responses left on our Company Glass Door page receiving responses directly from our organisation. Our current rating on Glass Door is 3.9 stars with 86% CEO approval.  
*Our CEO approval rating has improved since last quarter.*



# Recommending Oxfordshire County Council as a great place to work?

- ❖ 75% of leavers from Q4 24/25 financial year would recommend OCC as a great place to work
- ❖ 83% of leaving **managers** would recommend OCC as a great place to work
- ❖ 100% of **leavers with protected characteristics** would recommend OCC as a great place to work.



# Tracking our improvements

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Completed via email	Count of
Personal email address	25
Work email address	9
Anonymous	5
<b>Grand Total</b>	<b>39</b>

To boost the response rate, we have focused on making the exit interview submission process as accessible as possible. Colleagues can complete the exit interview after leaving the organisation and using a personal device. The table above highlights the number of responses submitted via personal email addresses compared to work email addresses, demonstrating that colleagues are finding it beneficial to complete the form using personal devices or addresses.

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