



# **Q4 Exit Interview Report**



# Local Government Association

*“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

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

## 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

Q1 of 24/25

## 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

Q2 of 24/25

## 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

Q3 of 24/25


## 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

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

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.