

Appendix 4

Exit Questionnaire Feedback (April 2021 – September 2021)

In the period 1 April 2021 to 30 September 2021, 187 employees left CCS.

There were 51 completed Exit questionnaires.

Completed Exit Questionnaires by Directorate		
Children & Young People Service - Cambs	33.33%	17
Ambulatory Care	21.57%	11
Corporate	13.73%	7
Children & Young Person Service - Luton	13.73%	7
Children & Young Person Service - Norfolk	9.80%	5
Luton Adults	7.84%	4
		51

The top three reasons for leaving were:

- Retirement 18% (9 leavers);
- Careers Opportunities elsewhere at 16.00% (8 leavers) which is slightly up on the previous period; and
- Organisational Culture 14.00% (7 leavers) which is slightly up from the last period.

Organisational Culture remains a constant and work has been undertaken within teams where issues have been identified.

The majority of leavers report having good working relationships with their colleagues 95.83% (46) and manager 95.74% (45):

- 81.25% (39) felt engaged and that their contribution was recognised
- 85.00% (41) of leavers felt they had received the correct training and induction for the role
- 83.33% (40) leavers stated they received performance reviews and objectives
- 87.23% (41) of leavers felt able to raise concerns of ask questions

Responses to the questions related to fairness, complaints; and bullying & harassment continue to be mixed. Staff feeling that issues were dealt with fairly and promptly has declined, where as more staff feel they are being treated with dignity and respect.

Q11 Employee problems and complaints were resolved fairly and promptly

Agree	62.5%	30
Disagree	37.5%	18
No response		3

Q14 I was treated with dignity & respect in an environment free of bullying and harassment

Agree	82.89%	39
Disagree	17.20%	8
No response		4

85.3% of those who responded (38) stated that they were comfortable raising concerns and in most cases did this via their line manager (35), the remainder discussed issues with a colleague (3), other (1). Ten respondents did not answer this question.

Seven leavers responded to Question 18 – “If you were not able to discuss or raise concerns please tell us why”. 85.71% (6) were worried about how the information would be received and 14.29% (1) did not know who to speak to.

Three respondents indicated that they wished to discuss their reason for leaving, and attempts were made to contact all 3, although not all responded when contacted through their chosen means.

Responses with largely negative feedback are followed up with the line manager/senior manager as appropriate by the HR team to explore what may lay behind this.

There were a few general comments from respondents, included below. As all but one was confidential it has not been possible to follow these up with the respondent. Communication has been made with respondent 3 below to follow up these comments, before discussing with the manager.

	Under raising concerns
1	It was difficult to do this at times due to managers being busy and appearing to be under high pressure themselves which meant that response times were often slower than would be ideal. I felt that concerns relating to short staffing and resultant work pressures were not resolved adequately. Opportunities for professional development were also limited due to workload pressures.
2	Able to raise but nothing actioned and no feedback.
	General comments
3	The demands of the job left me with no time or headspace to raise my concerns. An existing chronic health condition was severely exacerbated in this job and so my focus was on trying to get better.
4	Did not feel that managers were resourced to make any difference
5	I felt very fortunate to have worked for such a caring & compassionate Trust.

Main Reasons for Leaving

	Apr 20 to Sept 20	Apr 21 to Sept 21	Change
Career Opportunities elsewhere	7	8	up
Promotions/Career Development opportunities not available	4	4	-
Career Change	0	2	up
Organisational Culture	5	7	up
Job No as Expected	1	4	up
Did not like job/work	2	1	-
Training and Development Opportunities not available	0	2	up
Work Life Balance – personal	2	3	up
Relocation	2	6	up
Ill Health	0	1	up
Retirement	0	9	up
Commute to Work	2	2	-
Work life balance - Work related	1	1	-
Employee DNA		0	n/a

Length of Service – highest

1 to 3 years	6	13	up
3 to 5 years	7	11	up
less than 1 year	5	11	up
5 to 10 years	6	9	up
More than 10 years	2	7	up

There has been a rise in the number of people who have left the Trust across the board.

The Exit Questionnaire in its present format provides a snapshot from those who complete a questionnaire, it does not capture feedback that may be given to the manager when the employee resigns, and an exit interview is undertaken. In the main the feedback through the exit questionnaire is positive, however despite the low response concerns about Organisational Culture and staff feeling their issues are not being dealt with fairly remain. The questionnaire does not allow us to drill down further than the Directorate to look at issues because there are too many variables, in addition the comments are anonymous and the team information provided is sometimes vague. The questionnaire is in the process of being revised and moved onto IQVIA, which may provide a more accurate data in future.