

<b>*PART 1 – PUBLIC DOCUMENT</b>	<b>AGENDA ITEM No.</b>  <b>9</b>
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**TITLE OF REPORT: RETENTION AND EQUALITIES UPDATE**

REPORT OF THE CORPORATE HUMAN RESOURCES MANAGER

**Purpose**

Turnover has been regularly monitored as a broad measure for a number of years and a target was set several years ago at a rate of 9.6% per annum. The monthly target is 0.80% (2 to 3 leavers).

**Turnover**

Our turnover measure includes:-

- Voluntary Resignation
- Retirement (including early retirement)
- Redundancy and other dismissals
- Death in Service

We exclude:-

- Temporary posts ending following cover for maternity leave or long term absence etc.
- The contract ending for externally funded posts
- Temporary seasonal employment of play scheme staff

**Recent Performance**

- Annual turnover for 1st January 2013 to 31st December 2013 was 9.5% (1<sup>st</sup> January 2012 – 31<sup>st</sup> December 2012 – 14.35%).
- Turnover January to June 2014 is at a rate of 6.8%. This reflects that in all but one of the six months covered in the reporting period, the actual turnover rate was above the target rate.

As a benchmark, the median average annual turnover rate for districts is 10.6% and for local government as a whole is 11.4% (taken from the 2012/2013 Local Government Workforce Survey – latest data available.)

**Analysis of Leavers**

23 people left the Council in the period January 2014 to June 2014

**Reasons for Leaving**

The following were the reasons for leaving the Council between January and June 2014. (Figures from the last Report shown in brackets)

- 52% (38%) Resignations (12 staff) – see analysis of leavers questionnaires below
- 9% (8%) Redundancy (2 staff)

- 13% (5%) Retirement (3 staff)
- 26% (42%) End of contract (6 staff)

### Protected Characteristics

The leavers had the following protected characteristics:

(Figures from the last Report shown in brackets)

- 61% (70%) White British, 9% (3%) Asian or Asian British, 30% (28%) no information.
- 74% (75%) Female, 26% (25%) Male
- 70% (64%) Not disabled, 9% (3%) disabled, 9% (31%) no information, 13% (3%) declined
- 9% (21%) aged under 25, 30% (22%) aged 25-34, 9% (13%) aged 35-44, 13% (14%) aged 45-54, 30% (31%) aged 55-64, 9% (6%) aged 65 or over.
- 70% (54%) Heterosexual, 13% (5%) declined and 17% (37%) no information.
- 52% (36%) Christian, 9% (0%) None, 4% (0%) Sikh, 4% (2%) other, and 30% (39%) no information.

### Grades

The leavers were from the following grades:

(Figures from the last Report shown in brackets)

Grade 1 – 13% (21%)	Grade 7 – 4% (5%)
Grade 2 – 13% (7%)	Grade 8 – 4% (3%)
Grade 3 – 22% (16%)	Grade 9 – 4% (11%)
Grade 4 – 4% (10%)	Grade 10 – 17% (11%)
Grade 5 – 9% (12%)	Grade 11 – 9% (7%)
Grade 6 – 0% (8%)	

### Comments

Looking at the figures for the first half of the year, they show an increase on the same period last year of 1.2%. On an annualised basis this would give a figure for turnover for 2014 of 13.6% which is considerably higher than last year's actual figure of 9.5%. This higher turnover may be a sign that, with the economy coming out of recession, there is more confidence in the jobs market. This is borne out by the fact that with the percentage of redundancies and retirements staying low, the increase in turnover is largely due to the significant rise in resignations from 38% of leavers in the last Report to 52% of leavers in this period. It should be noted that with an apprentice/intern scheme the grade one leavers are those at the end of their apprentice or intern contract.

Two leavers (9% of the total) were from ethnic minority groups and two had a declared disability. Regardless of the numbers involved however, in analysing the data for leavers from protected groups the significant factor is to ensure that the reason for leaving did not directly relate to either their declared ethnicity or disability, which we understand they did not.

Leavers were spread across the age groups with the largest numbers (7 in each group) coming from the 25 – 34 and the 55 – 64 age groups. This follows an established trend regarding the 55 – 64 age group. It shows quite a sharp increase in the percentage in the younger group, up to 30% from 22% last time but this is explained by apprentices and interns leaving. Those who resigned from the Council were spread across the age ranges, but again the largest number, 26%, came from the age 24 - 34 category. These

figures may again reflect the changing economic climate which enables individuals to more easily find positions elsewhere at this stage of their life.

The overall percentage of male leavers (26%) is considerably lower than the percentage of males in the Council which is 32% and the percentage of female leavers (74%) is considerably above that in the overall make up of the organisation which is 68%. The higher proportion of female leavers and the lower proportion of male leavers is particularly the case in grades 1–5 where 86% of leavers were female. In grades 6-11, 56% of leavers were female. These figures are slightly above those in the last report when the figures were 85% and 52% respectively. Analysis of the reasons for leaving show the percentage of females who leave the Council for all reasons apart from the end of contract is above the percentage of females in the Council as a whole.

Reason for leaving	Female %	Male%
End of contract	50	50
Voluntary Resignation	75	25
Redundancy	100	0
Retirement	100	0

### Leavers' Questionnaires

Leaver questionnaires were completed by 15 of those who left during the period January to June 2014.

For the questionnaires returned the principal reason for leaving was shown as:

- Job dissatisfaction 5
- Retirement 2
- Home relocation 2
- Temporary contract 3
- Caring responsibilities 1
- Fulltime education/study 1

The information from Leaver Questionnaires and Exit interviews is used with the consent of the provider to investigate any problems or improvements that can be put in place.

### Equalities performance

We are maintaining our performance indicators BV11a, b and c, BV16 and 17.

- BV 11a - top 5% of earners that are women is currently at 33.53% (June 2014). (Local government median average for districts is 31% and for all authorities is 42% - 2012/2013 Local Government Workforce Survey)
- BV 11b - top 5% of earners that are from ethnic minority groups is 6.71% (June 2014) this has slightly increased from 6.42% at the time of the last report. (Local government median average for districts is 2% and for all authorities is 5% - 2012/2013 Local Government Workforce Survey)
- BV 11c - top 5% of earners that have a disability is 13.41% (June 2014) up slightly from 12.85% in December 2013. (Local government median average for districts is 5% and for all authorities is 4% - 2012/2013 Local Government Workforce Survey).
- BV16 – the percentage of employees with a disability is 4.36% which is following the downward trend from the last three reports where it was 4.8%, 5.57% and 5.87% respectively.
- BV17a – the percentage of employees from an ethnic minority group in June 2014 is 6.4%.