

**TITLE OF INFORMATION NOTE: RETENTION AND EQUALITIES UPDATE.**

INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER

**1. SUMMARY**

- 1.1 This is a routine update to cover the latest position on turnover and staff retention and staff equalities data.

**2. STEPS TO DATE**

- 2.1 This note is one provided twice yearly to the Joint Staff Consultation Forum to update the committee on the position with staff turnover and retention and equalities data.

**3. INFORMATION TO NOTE****3.1 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 1<sup>st</sup> January 2014 to 31<sup>st</sup> December 2014 was 12.58% (1st January 2013 to 31st December 2013 was 9.5%, 1<sup>st</sup> January 2012 – 31<sup>st</sup> December 2012 – 14.35%).

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.)

This Report covers leavers from the Council during the period 1<sup>st</sup> January 2014 to 31<sup>st</sup> December 2014, looks at the reasons for leaving and identifies any retention issues that need to be addressed.

This Report also includes the equalities performance indicators currently used and the equalities data published on the Council's website in January 2015 as part of the Public Sector Equalities Duty.

## Analysis of Leavers

62 people left the Council in the period January 2014 to December 2014.

### Reasons for Leaving

The following were the reasons for leaving the Council between January and December 2014.

(Figures from the last Report shown in brackets)

- 50% (52%) Resignations
- 37% (26%) End of contract
- 6% (13%) Retirement
- 4% (0%) Dismissal
- 3% (9%) Redundancy

### Protected Characteristics

The leavers had the following protected characteristics:

(Figures from the last Report shown in brackets)

- 82% (61%) White British, 2% (9%) Asian or Asian British, 2% (0%) Black or Black British, 4% (0%) declined to state, 11% (30%) no information.
- 77% (74%) Female, 23% (26%) male
- 78% (70%) Not disabled, 4% (9%) disabled, 19% (9%) no information
- 28% (9%) aged under 25, 17% (30%) aged 25-34, 13% (13%) aged 35-44, 19% (13%) aged 45-54, 17% (30%) aged 55-64, 7% (9%) aged 65 or over.
- 76% ((70%) Heterosexual, 2% (0%) gay, lesbian or bisexual, 16% (0%) not specified and 6% (37%) no information.
- 60% (52%) Christian, Atheist 15% (0%), other 3% (4%), no religion 15% (9%) and no information 8% (30%).
- 35% Married, 23% Single, 6% Divorced and no information 35%

The leavers were from the following grades:

(Figures from the last Report shown in brackets)

Grade 1 – 26% (13%)	Grade 7 – 4% (4%)
Grade 2 – 4% (13%)	Grade 8 - 2% (4%)
Grade 3 – 29% (22%)	Grade 9 - 2% (4%)
Grade 4 – 4% (4%)	Grade 10 - 9% (17%)
Grade 5 – 15% (9%)	Grade 11 - 2% (9%)
Grade 6 – 4% (0%)	

### Comments

4% of leavers were from ethnic minority groups and 4% had a declared disability. The figure for those from ethnic groups is below the current overall percentage of ethnic minority staff in the workforce (6.0%) and the figure for those with a disability is just under the overall rate of staff with a disability across the Council (5%). 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 number (28%) coming from the under 25 age group. Those who resigned from the Council were spread across the age ranges, with the largest numbers, 26%, coming from the age 24 -34, 35-44 and 45 – 54 categories.

The overall percentage of male leavers (23%) is considerably lower than the percentage of males in the Council which is 34% and the percentage of female leavers (77%) is considerably above that in the overall make up of the organisation which is 66%. This is particularly the case in grades 1–5 where 83% of leavers were female. In grades 6-11, 67% of leavers were female. When analysing the reasons for leaving by gender, concerns may be raised that 100% of those JSCC (25.3.15)

leaving for reasons of redundancy were female as this might be seen as reinforcing a perception that restructures/changes to the organisation have a greater impact on female staff than males. However as only one member of staff actually left due to redundancy in 2014, the small size of the data set skews the percentage figures. Similarly with dismissal, there were actually only 2 members of staff dismissed in 2014 and again this means the percentage figures give a misleading picture.

Reason for leaving	Female %	Male %
End of contract	74	26
Voluntary Resignation	84	16
Redundancy	100	0
Retirement	50	50
Dismissal	100	0

### Exit Questionnaires

The exit questionnaires completed by those who have resigned in the period were analysed to give further details on the reasons for leaving. 31 staff resigned in the period and of these 8 did not complete a exit questionnaire.

Those completing exit questionnaires are requested to rank their reasons for leaving in order. For the questionnaires returned the principal reason for leaving was shown as:

- Job dissatisfaction 8
- Retirement 2
- Home relocation 2
- Temporary contract 3
- Fulltime education/study 1
- Caring responsibilities 3
- Problems with work colleagues 1
- Bullying and harassment 1
- Different career 1
- Personal reasons 1

Other reasons given for leaving were:

- Job dissatisfaction
- Problems with work colleagues
- Bullying and harassment
- Caring responsibilities
- Dissatisfaction with the work environment
- Need for a change

The exit questionnaire invites leavers to provide further information in an exit interview and employees are encouraged to take this opportunity to express their views. Where the reasons for leaving include problems with work colleagues and bullying and harassment, strong efforts are made to ensure the interview takes place. Three leavers took the opportunity of an exit interview during 2014.

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.

## 4. NEXT STEPS

- 4.1 There will be a further update prepared for the September JSCC.

## 5. APPENDICES

JSCC (25.3.15)

5.1 Appendix 1 – Equalities data published January 2015

**6. CONTACT OFFICERS**

6.1 Maggie Williams – Senior HR & Contracts Manager 01462 474506  
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**7. BACKGROUND PAPERS**

7.1 None.

# **APPENDIX A**

## **PROCEDURE AND PROTOCOLS FOR PROVIDING INFORMATION NOTES TO COMMITTEE OR OTHER MEMBER GROUP**

### **1. TIMESCALES**

The Committee and Member Services Team circulate details of the time scales for the preparation and issue of reports and information notes to Council/Cabinet and Committees.

If you are not sure which committee you should report to or the dates by which the draft and final information notes are required please contact Committee and Member Services for advice (Ext 4403).

### **2. PRE AGENDA MEETING**

This meeting, usually attended by the Chairman or the Vice Chairman provides an opportunity for reporting officers to explain the reasons for their information note to the Chairman

### **3. FINAL AGENDA**

Please be aware of the dates by which reports and information notes are required by the Committee and Member Services Officers. The information note must have been vetted by relevant officers before the final version is sent to the Committee and Member Services Team.

### **4. WHO TO CONTACT IF YOU DON'T KNOW WHAT TO DO.**

Please seek advice from the Committee and Member Services Section if you are unsure about the process or time-scales.

### **5. CHECKLIST**

- Be sure which Committee you are reporting to
- Check the date reports and information notes are required
- Have you followed your department's procedure to clear the information note.

### **6. MINUTING OF THE INFORMATION NOTE**

As the Committee will not be making a resolution on the information note, the minutes of the Committee receiving the information note will simply state "The Committee received an information note on XXXX" and the content and any debate will be recorded in the usual way.