

***PART 1 – PUBLIC DOCUMENT**

AGENDA ITEM No.

TITLE OF INFORMATION NOTE: Retention and Equalities Update

INFORMATION NOTE OF THE - Corporate Human Resources Manager

1. SUMMARY

To update the JSCC on recent retention and equalities trends. This update covers Leavers from the Council during the period 1st January 2015 to 30th June 2015 and looks at the reasons for leaving and identifies any retention issues that need to be addressed. It also looks at the latest equalities performance.

2. STEPS TO DATE

To keep the JSCC informed of the latest developments in relation to retention and equalities and the work going on to update our current Exit Questionnaire.

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

3.2 Recent Performance

Turnover for 1st January 2015 to 30th June 2015 was 6.15%, equivalent to an annual turnover of 12.30% (1st January 2014 to 31st December 2014 was 12.58%, 1st January 2014 – 31st December 2014 – 9.5%).

As a benchmark, the mean average annual turnover rate for districts is 11.0% and for local government as a whole is 11.9% (taken from the 2013/2014 Local Government Workforce Survey – latest data available.)

This update covers leavers from the Council during the period 1st January 2015 to 30th June 2015, looks at the reasons for leaving and identifies any retention issues that need to be addressed.

3.3 Analysis of Leavers

30 people left the Council in the period January 2015 to June 2015. The following were the reasons for leaving the Council between January and June 2015. (Figures from the last update are shown in brackets)

- 53% (50%) Resignations
- 17% (37%) End of contract
- 13% (3%) Redundancy

- 7% (0%) TUPE transfer
- 3% (6%) Retirement
- 3% (4%) Dismissal
- 3% (3%) Death in service

A breakdown of the largest group (resignations) gives the following information:

- 75% of those resigning did so to go to alternative positions elsewhere.
- 13% of those resigning gave no further reason for doing so.
- 6% of those resigning did so following maternity leave.
- 6% of those resigning did so to commence self-employment.

Gaining more comprehensive data on the reasons for seeking employment elsewhere will be discussed later in this report in the section on Exit Questionnaires below.

Protected Characteristics

The leavers had the following protected characteristics: (Figures from the last Report are shown in brackets)

- 80% (82%) White British, 7% (2%) Asian or Asian British, 0% (2%) Black or Black British, 3% (0%) Other White, 0% (4%) declined to state, 10% (11%) no information.
- 63% (77%) female, 37% (23%) male
- 70% (78%) Not disabled, 3% (4%) disabled, 10% (19%) no information, 17% (0%) not disclosed
- 3% (28%) aged under 25, 17% (17%) aged 25-34, 27% (13%) aged 35-44, 23% (19%) aged 45-54, 23% (17%) aged 55-64, 7% (7%) aged 65 or over.
- 67% ((76%) heterosexual, 10% (2%) gay, lesbian or bisexual, 0% (16%) not specified, 23% prefer not to say and 0% (6%) no information.
- 57% (60%) Christian, Atheist 0% (15%), Sikh 3% (0%), Jewish 3% (0%), other 3% (3%), no religion 10% (15%) and no information 23% (8%).
- 43% (35%) married, 40% (23%) single, 0% (6%) divorced, 3% (0%) widowed, 3% (0%) civil partnership and no information 10% (35%)

The leavers were from the following grades: (Figures from the last Report are shown in brackets)

Grade 1 – 7% (26%)	Grade 7 – 0% (4%)
Grade 2 – 10% (4%)	Grade 8 - 7% (2%)
Grade 3 – 20% (29%)	Grade 9 - 3% (2%)
Grade 4 – 3% (4%)	Grade 10 - 3% (9%)
Grade 5 – 17% (15%)	Grade 11 - 7% (2%)
Grade 6 – 20% (4%)	

3.4 Comments

7% of leavers were from ethnic minority groups which is a little above the current overall percentage of ethnic minority staff in the Council's total workforce (6.12%). All the leavers from ethnic minority groups were Asian or Asian British. This group represents 3% of the overall NHDC workforce so the rate for leavers from this group may be seen as high, however it actually represents only 2 individuals from the total of 30 who left the Council in this period. Future figures will be carefully monitored to ensure a trend is not developing which may indicate that there is an issue for this minority group in the Council.

The figure for those with a disability (3%) is under the overall rate of staff with a disability across the Council (4.59%).

Leavers were spread across the age groups with the largest number (27%) coming from the under 35 - 44 age group. Those who resigned from the Council were spread across the age

ranges from 25 to 64. There were no resignations from those in the under 25 or over 65 age groups.

The overall percentage of male leavers (37%) is above the percentage of males in the Council which is 34% and the percentage of female leavers (63%) is below that in the overall make up of the organisation which is 66% but the figures do not vary greatly unlike those from the last report where there were significantly greater numbers of women (77%) and significantly fewer men (23%) leaving the Council compared to the overall figures for staff. As with the figures from the last report, concerns may be raised that 100% of those 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 and that redundancies are tending to disproportionately affect those in the lower grades of the Council where women make up the majority of staff. In this case the redundancies came from Grades 3, 4 and 6. More information on the make up of staff by grade will be obtained from the 2015 Equal Pay Review which is currently underway.

Reason for leaving	Female %	Male %
End of contract	60	40
Voluntary resignation	63	37
TUPE transfer	50	50
Redundancy	100	0
Dismissal	100	0
Retirement	0	100
Death in service	0	100

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 their declared ethnicity, disability, age or gender, which we understand they did not.

3.5 Exit Questionnaires

28 of the 30 staff leaving NHDC in the period received an exit questionnaire and of these 11 were returned. These completed questionnaires were analysed to give further details on the reasons for leaving.

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:

- Promotion 3
- Redundancy 2
- Job dissatisfaction 2
- Retirement 1
- Health 1
- Temporary contract 1
- New job 1

Other reasons given for leaving were:

- Job dissatisfaction
- Problems with work manager
- Dissatisfaction with the work environment
- Better pay

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. Two leavers took the opportunity of an exit interview between January and June 2015.

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.

Following the views expressed at the JSCC in March 2015, the Exit Questionnaire has been reviewed and a copy of the draft new version is attached as Appendix A for comments.

3.6 Equalities performance

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

- BV 11a - top 5% of earners that are women is currently at 42.08% (June 2015), this has increased on the figure in the last Report which was 40.06% (December 2014).
- (Local government mean average for districts is 32% and for all authorities is 42% - 2013/2014 Local Government Workforce Survey)
- BV 11b - top 5% of earners that are from ethnic minority groups is 7.01% (June 2015) this has increased from 6.81% at the time of the last report. (December 2014). (Local government mean average for districts is 2% and for all authorities is 4% - 2013/2014 Local Government Workforce Survey)
- BV 11c - top 5% of earners that have a disability is 21.04% (June 2015) which shows a slight increase from 20.43% in December 2015. (Local government mean average for districts is 3% and for all authorities is 3% - 2013/2014 Local Government Workforce Survey).
- BV16 – the percentage of employees with a disability is 4.59% showing a small increase after the downward trend of the last five reports where it was 4.17%, 4.36%, 4.8%, 5.57% and 5.87% respectively.
- BV17 – the percentage of employees from an ethnic minority group in June 2015 is 6.12%, very slightly down from the figure of 6.25% in December 2014.

4. NEXT STEPS

4.1 Work has been going on to benchmark other Local Authority Exit Questionnaires and we have created a new draft version of an Exit Questionnaire which is attached for information at Appendix A.

5. APPENDICES

5.1 Appendix A Draft Exit Questionnaire

6. CONTACT OFFICERS

6.1

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7. BACKGROUND PAPERS

7.1 None

DRAFT Exit Questionnaire

For staff leaving the employment of North Hertfordshire District Council, except those leaving due to redundancy and reorganisation.

We are sorry to hear that you are leaving. It is very important to us that we know why you have made this decision.

- Your feedback is critical to identify any improvements in employment practice that can be made, to establish any management development that may be necessary and to receive your comments on our reward package.
- The details contained in the form will be treated in confidence.
- Please note that your comments will not influence future references or re-employment with the Council.

Please complete electronically and email to HR Help	
Name	
Service Area	
Job Title	
Date of Resignation	
Last Date of Service	

Exit Interview

Please indicate in the boxes below, whether you would like an exit interview and who you would prefer to conduct the exit interview

Would you like to attend an exit interview?	
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If applicable, who would you prefer to conduct your exit interview?

Line Manager	
Human Resources	
Another senior manager from your service or directorate	

Your reasons for leaving

What are your reasons for leaving? Please indicate with an X any of the reasons that influenced your decision and indicate the level of importance, i.e. 1 being the most important.

	Reasons for leaving	Order of importance
Job		
End of Temporary Contract		
Lack of job security		
Lack of job satisfaction		
Workplace		
Dissatisfaction with working environment		
Problems with colleagues		
Problems with manager		
Discrimination		
Harassment and/ or bullying		
Career		
Promotion / better career prospects		
Better pay & conditions (similar job)		
Better training / development opportunities		
Career change / return to education		
Personal		
Retirement		
Not returning from maternity leave		
Caring responsibilities		
Home relocation		
Travel problems/ work closer to home		
Health		
Other (please specify)		

Please can you give some further details about your reason for leaving?

Is there anything the Council could have offered you that would have encouraged you to stay?

If you are going to another job, who is your new employer? Please indicate with X

Another local authority		Voluntary sector employer	
Other public sector employer		Self-employment	
Private sector employer			

Please rate the following (mark the appropriate box with an "X")

Your current job role	EXCELLEN T	GOOD	AVERAGE	POOR
Job satisfaction				
Interest level of work				
Job security				
Responsibility given				
Training & development				
Work load				
Your working relationships	EXCELLEN T	GOOD	AVERAGE	POOR
Relationship with colleagues				
Relationship with manager				
Teamwork				
Team morale				
Pay and conditions	EXCELLEN T	GOOD	AVERAGE	POOR
Pay				
Pension				
Flexi-time scheme				
Annual leave entitlement				
Child-care vouchers				
Did your line manager:	ALWAYS	OFTEN	RARELY	NEVER
Show fair treatment to all				
Hold regular 1 to 1 meetings				
Give you guidance when needed				
Give praise for work well done				
Listen to your suggestions or concerns				

NHDC as an employer

On a scale of 1 -10, how would you rate NHDC as an employer? (1 being poor and 10 being excellent)

1	2	3	4	5	6	7	8	9	10

Would you consider returning to work at NHDC in the future?

Would you recommend NHDC to others as a good place to work?

Do you feel NHDC allows for a good work / life balance?

If you were to suggest one improvement to make NHDC a better place to work what would it be?

Is there anything else you would like to add or any other issue you would like to raise?

**Thank you for completing this questionnaire. We wish you well in the future.
Please email your completed form to HR Help**