

The Vale of Glamorgan Council

Corporate Performance and Resources Scrutiny Committee - 19 July 2018

Report of the Managing Director

Employee Turnover Report - April 2017 to March 2018

Purpose of the Report

1. To provide an update on employee turnover rates within the Council, for the period 1st April 2017 to the 31 March 2018.

Recommendation

1. It is recommended that Scrutiny Committee consider the position in relation to employee turnover.

Reason for the Recommendation

1. To bring matters to the attention of Members of the Scrutiny Committee in line with corporate objectives.

Background

2. This report has been prepared to provide an up to date analysis of employee turnover and as part of the Council's workforce planning considerations.
3. Employee turnover has been assessed on the basis of the number of employees leaving the Council as a percentage of the total number of staff (headcount) employed by the Council.
4. This report presents the turnover figures between April 2017 and March 2018, and compares them with those reported between April 2016 and March 2017 to assist performance monitoring over both periods.

Relevant Issues and Options

5. The figures for the period April 2017 to March 2018 indicate a decrease in turnover (from 10.14% to 8.88%), in comparison to the same period in the previous year. The total number of leavers decreased from 532 to 457. Corporate turnover has decreased from 10.68% to 8.65%, and turnover in Schools has decreased from 9.67% to 9.08%.

6. A comparison of the employee turnover rate is set out in the table below:

	April 2016 to March 2017		April 2017 to March 2018	
	Number of leavers	% of headcount	Number of leavers	% of headcount
Corporate total	262	10.68%	209	8.65%
Schools total	270	9.67%	248	9.08%
Grand total	532	10.14%	457	8.88%

7. Overall, voluntary turnover (where employees have chosen to leave the employment of the Council) has decreased from 7.49% to 6.68% during the period. Corporate voluntary turnover has decreased from 8.19% to 6.67%, whilst voluntary turnover in Schools has also decreased from 6.87% to 6.70%.

8. A comparison of voluntary turnover is set out in the table below:

	April 2016 to March 2017		April 2017 to March 2018	
	Number of voluntary leavers	% of headcount	Number of voluntary leavers	% of headcount
Corporate total	201	8.19%	161	6.67%
Schools total	192	6.87%	183	6.70%
Grand total	393	7.49%	344	6.68%

9. Appendix A identifies the reasons for leaving that make up the voluntary/involuntary turnover categories.

Turnover by Directorate

10. Overall corporate levels of turnover during April 2017 to March 2018 have decreased across all of the Directorates. The highest percentage of turnover is in Resources (10.76%) and the lowest percentage of turnover is in Environment and Housing (5.89%).

11. A table showing the overall turnover rate within each Directorate is shown below and a further breakdown of each Directorate can be found in Appendix B.

Directorate	April 2016 to March 2017		April 2017 to March 2018		Direction of travel
	Number of leavers	% of headcount	Number of leavers	% of headcount	
Environment and Housing	77	9.14%	49	5.89%	↓
Learning and Skills	46	9.43%	41	8.60%	↓
MD and Resources	53	11.19%	49	10.76%	↓
Social Services	86	13.24%	70	10.75%	↓
Corporate (Excl. Schools)	262	10.68%	209	8.65%	↓
Schools	270	9.67%	248	9.08%	↓
Total	532	10.14%	457	8.88%	↓

12. Voluntary turnover accounts for 75% of all leavers from April 2017 to March 2018 which is a slight increase on the previous year's figure (74%).

13. Voluntary turnover levels have decreased in all Directorate areas except for Learning and Skills which has the same number but due to the average headcount decreasing,

the actual percentage headcount figure has increased from 6.76% to 6.92%. As per the previous year, Social Services have the highest percentage of employees that have chosen to leave the Council (8.29% down from 10.62%).

14. The level of voluntary turnover in schools has decreased (6.70%) compared to the previous year (6.87%).
15. A table showing the voluntary turnover rate within each Directorate is shown below and a further breakdown of voluntary turnover across Services can be found in Appendix C.

Directorate	April 2016 to March 2017		April 2017 to March 2018		Direction of travel
	Number of voluntary leavers	% of headcount	Number of voluntary leavers	% of headcount	
Environment and Housing	56	6.65%	39	4.69%	↓
Learning & Skills	33	6.76%	33	6.92%	↑
MD and Resources	43	9.08%	35	7.68%	↓
Social Services	69	10.62%	54	8.29%	↓
Corporate (Excl. Schools)	201	8.19%	161	6.67%	↓
Schools	192	6.87%	183	6.70%	↓
Total	393	7.49%	344	6.68%	↓

Turnover by Leaving Reason

16. The number of resignations has decreased during April 2017 to March 2018 compared to the same period last year from 322 (6.14%) to 280 (5.44%). Retirements have decreased from 66 leavers in 2016/17 to 63 leavers in 2017/2018.
17. The level of involuntary turnover has decreased from 2.74% in 2016/17 to 2.20% in 2017/2018. The number of dismissals has decreased over the reporting period from 25 leavers to 17 leavers and the number of end of temporary contracts has also decreased from 46 to 34 leavers. The number of redundancies however has increased from 39 leavers in 2016/17 to 42 leavers in 2017/18. One leaver during the first half of 2017 was due to a TUPE transfer out of the Authority.
18. The Council has a redeployment procedure which is designed to support employees who are at risk of redundancy to find suitable alternative employment opportunities in the Council. For the reporting period 1 April 2017 to 31 March 2018, there have been 12 successful redeployment outcomes.
19. A detailed overall breakdown of reasons for leaving is set out in the table below:

Leaving Reason	April 2016 to March 2017		April 2017 to March 2018	
	Number of leavers	% of headcount	Number of leavers	% of headcount
Dismissal	25	0.48%	17	0.33%
End of temporary contract	46	0.88%	34	0.66%
Redundancy	39	0.74%	42	0.82%
Resignation	322	6.14%	280	5.44%
Retirement	66	1.26%	63	1.22%
TUPE out	1	0.02%	1	0.02%
Other	33	0.63%	20	0.39%
Total	532	10.14%	457	8.88%

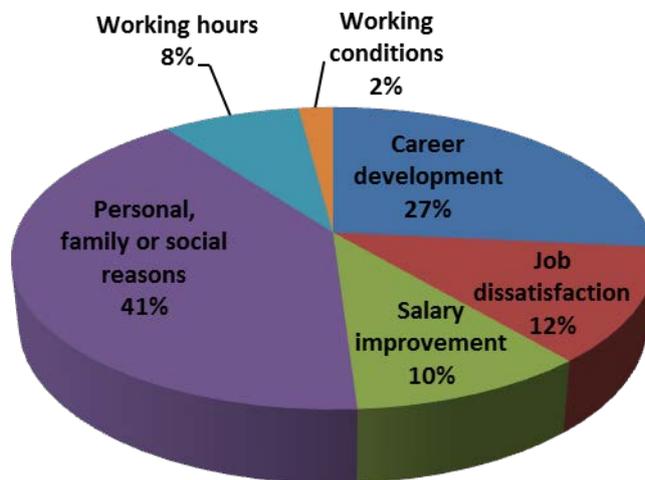
20. In terms of resignations from specific occupational groups, these were predominantly school based with the highest resignations being Learning Support Assistants,

followed by Teachers and Midday Supervisors. Corporately, the highest number of resignations came from Care Assistants (8 resignations), closely followed by Kitchen Assistants (7 resignations), Cleaners (6 resignations) and Social Workers (6 resignations). A table showing the top occupational groupings where employees resigned can be found in Appendix D.

Exit interviews / questionnaires

21. Exit questionnaires continue to play a key role in identifying the reasons why people have chosen to leave employment with the Council. During the period April 2017 and March 2018, 49 people (30% of corporate voluntary leavers) took the opportunity to complete and return an exit questionnaire. This is in comparison to 27% of corporate voluntary leavers that completed and returned an exit questionnaire over April 2016 to March 2017 and 19% of corporate voluntary leavers that completed exit questionnaires over the period April 2015 to March 2016.
22. Staff continue to submit Exit Questionnaires through a variety of methods; electronic questionnaire completed prior to leaving (35%) and hard copy return (65%). Work continues to explore ways to increase the completion of Exit Questionnaires prior to staff leaving the Council particularly for positions where it is difficult to retain employees (e.g. bespoke Exit Interviews conducted prior to leaving).
23. Of the exit questionnaire responses, the main reason given for looking for alternative employment was for "personal, family or social reasons" (41%), followed by "career development" (27%) and "job dissatisfaction" (12%). This compares similarly to 2016/2017 where the main reason given for looking for alternative employment was for "personal, family or social reasons" (32%), followed by "career development" (28%) and "job dissatisfaction" (13%).

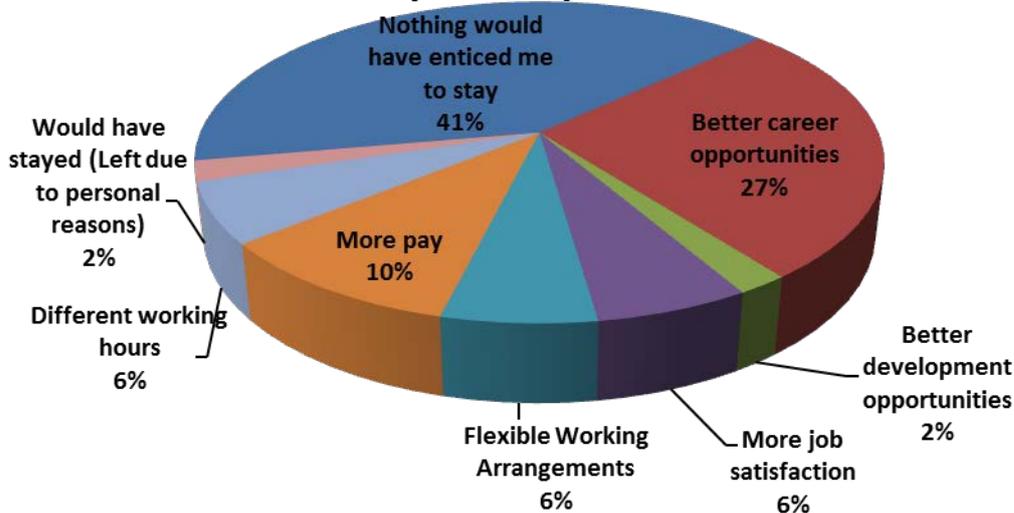
Exit Questionnaire Analysis (2017/2018): What made you look for alternative employment?



24. The main reason given from former employees that indicated a reason for accepting a new job was that they believed they would receive "better career opportunities" (44%) in alternative employment. Again, this was the highest provided response in 2016/2017.
25. In terms of "what would have encouraged leavers to stay with the Council", 41% of responses answered that "nothing would have enticed them to stay" which is significantly higher than 17% of responses for 2016/2017. This may be linked to the increase in respondents suggesting that they left the Council for personal reasons

(41% from 32% in previous analysis). This was followed by "better career opportunities" (27%) and "more pay" (10%). This compares to the following responses for 2016/2017 where "better career opportunities" (20%) was the main enticement to stay followed by "nothing" (17%) and "different manager" (13%).

Exit Questionnaire Analysis (2017/2018): What would have enticed you to stay with the Council?



Wider Staff Engagement and link to Turnover / Retention

26. The new Staff Charter was launched in September 2016 and continues to provide a framework for the Council's staff engagement strategy and related initiatives. As members will recall the Charter sets out the mutual expectations of staff and managers in a 'reshaped' working environment and the basis for a clearer employment relationship.

27. The importance of employee engagement and the link with employee retention and performance is clear and was one of the drivers behind the initial launch of the Staff Charter. Progress continues to be made in delivering the 15 actions points / commitments within the Charter and a number of associated work streams. Examples of such work are set out below:-

- Launch of a new approach to learning and development
- Delivery of the Annual Employee Awards Event on 8th June 2018
- Development of a Staff App to extend the channels of staff communication
- Continued strengthening of the Council's Appraisal Scheme (#itsaboutme)
- Re-launch of the Council's Induction Programme (Welcome to the Vale)
- Six monthly management development sessions using new competency Framework
- Strengthening of the Council's Leadership Café
- Continued promotion of Employee Assistance Programme (Care First)
- Continued focus on improving employee communications.

28. The impact of the above will continue to be measured using the Staff Charter related employee survey and will impact positively on key HR indicators over the current financial year. More specifically it is hoped that the initiatives will begin to respond to the issues as highlighted in paragraphs 21 to 25 above.

29. Members will recall the positive results from the 2017 Employee Survey (as considered by this Committee in April 2018). It is felt that there is more than a coincidental link between those results, the positive measures as outlined in paragraph 27 above and the reduction in turnover rates as set out in this report.
30. A detailed update on progress relating to the Staff Charter actions can be found in Appendix E.

Turnover in wider comparison

31. XpertHR benchmarking research survey (2017) on labour turnover rates found the average overall labour turnover rate for public sector organisations in 2016 was 13.3%. This is a decreasing trend on the previous year's data which was 14.7%. The XpertHR research shows that the average voluntary turnover rate for public sector organisations was 9.1%. This also shows a decreasing trend on the previous year's rate which was 10.5%.
32. On an annual basis, the Vale of Glamorgan Council and all other Local Authorities in Wales provide information to the regional Data Unit regarding the workforce profile of the Council. This allows comparison of information between Local Authorities. The data for the 2017/18 report is due to be published in autumn 2018. For 2016/17, the average percentage of turnover across 21 Authorities was 11.6%. This is the same percentage as the previous year. In terms of voluntary turnover, the average percentage across Local Authorities in Wales was 8.50% in 2016/17.
33. The overall turnover rate of 8.88% and voluntary turnover rate of 6.68% for the Vale of Glamorgan Council for 2017/18 offers a favourable comparison with the above.

Resource Implications (Financial and Employment)

34. The incidence of a high turnover has significant resource implications and places constraints on the ability to deliver a high quality service provision. The need to retain skilled and experienced staff is important as the Council responds to ongoing financial pressures, especially in areas where the Council continues to experience difficulties in recruiting, as highlighted in the workforce plan.

Sustainability and Climate Change Implications

35. There are no sustainability and climate change implications directly arising from the content of this report.

Legal Implications (to Include Human Rights Implications)

36. All legal implications including the Human Rights Act and Data Protection Act will have been considered within the implementation of policy provisions.

Crime and Disorder Implications

37. There are no crime and disorder implications directly arising from the content of this report.

Equal Opportunities Implications (to include Welsh Language issues)

38. Any turnover has the potential to impact the workforce profile and diversity of the Council. A stringent recruitment and selection policy, along with the Public Sector Equality Duty Action Plan, is in place to ensure equal opportunities in the recruitment

and replacement of any leavers, ensuring the Council remains compliant with its obligations under the Equality Act.

Corporate/Service Objectives

39. The Council should be mindful of the impact of turnover rates on the Council's ability to deliver corporate objectives.

Policy Framework and Budget

40. This report is a matter for the Executive decision by the Cabinet.

Consultation (including Ward Member Consultation)

41. The overall turnover figures are reported quarterly through the Corporate Indicators Quarterly Performance review process.

Relevant Scrutiny Committee

42. Corporate Performance and Resources

Background Papers

Appendix A - Breakdown of Leaving Reasons 2017-2018

Appendix B - Breakdown by Directorate & Service of Leavers (April 2016 to March 2017 and April 2017 to March 2018)

Appendix C - Breakdown by Directorate & Service of Voluntary Leavers (April 2016 to March 2017 and April 2017 to March 2018)

Appendix D – Breakdown of Top Occupational Groups through Resignation 2017-2018

Appendix E - Staff Charter commitments update

Contact Officer:

Reuben Bergman, Head of Human Resources

Officers Consulted

Corporate Management Team

Responsible Officer:

Rob Thomas, Managing Director

Appendix A - Breakdown of leaving reasons 2017-2018

Leaving Category	Leaving Reason	Voluntary / Involuntary
Dismissal	Conduct/Performance	Involuntary
	Ill health	Involuntary
End of Temporary Contract	End of Temporary Contract	Involuntary
Other	Career Break	Voluntary
	Deceased	Involuntary
	Mutually agreed termination	Involuntary
Redundancy	Redundancy - with pension release	Involuntary
	Redundancy - without pension release	Involuntary
	Efficiency of the service	Involuntary
Resignation	Resignation to new employment within the council	Voluntary
	Resignation - leaving from the council	Voluntary
Retirement	Normal retirement	Voluntary
	Late retirement	Voluntary
	Ill health retirement	Voluntary
	Early retirement	Voluntary
	Early retirement - reduction waived	Voluntary
TUPE Out	TUPE Out	Involuntary

Appendix B

Breakdown by Directorate & Service of leavers from employment - April 2016 to March 2017 and April 2017 to March 2018

Directorate	Service	April 2016 to March 2017			April 2017 to March 2018		
		Leavers headcount	Average headcount	%	Leavers headcount	Average headcount	%
Environment and Housing Services	Building Services	31	285.5	10.86	14	281.5	4.97
	Director's Office	2	35.5	5.63	3	34.0	8.82
	Housing Services	7	68.5	10.22	7	72.0	9.72
	Shared Regulatory Services	15	185.5	8.09	3	197.5	1.52
	Visible Services and Transport	22	267.5	8.22	22	246.5	8.92
	Total	77	842.5	9.14	49	831.5	5.89
Learning & Skills	School Improvement & Inclusion	22	161.5	13.62	16	193.0	8.29
	Strategy, Community Learning and Resources (including Director's Office)	24	326.5	7.35	25	284.0	8.80
	Total	46	488.0	9.43	41	477.0	8.60
MD and Resources	Democratic Services	3	20.5	14.63	2	19.0	10.53
	Financial Services	16	142.5	11.23	16	137.0	11.68
	Human Resources Service	5	51.5	9.71	7	48.0	14.58
	ICT Services	4	42.0	9.52	5	40.0	12.50
	Legal Services	2	31.0	6.45	2	30.0	6.67
	Performance and Development	7	75.5	9.27	6	73.5	8.16
	Regeneration and Planning	16	110.5	14.48	11	108.0	10.19
	Total	53	473.5	11.19	49	455.5	10.76
Social Services	Adult Services	50	383.0	13.05	36	390.0	9.23
	Children and Young People Services	27	209.0	12.92	26	205.0	12.68
	Business Management and Innovation (including Director's Office)	9	57.5	15.65	8	56.0	14.29
	Total	86	649.5	13.24	70	651.0	10.75
Corporate Total		262	2453.5	10.68	209	2415.0	8.65
Schools	Schools	270	2793.0	9.67	248	2732.0	9.08
Overall total		532	5246.5	10.14	457	5147.0	8.88

Appendix C

Breakdown by Directorate & Service of Voluntary leavers from employment (April 2016 - March 2017 and April 2017 - March 2018)

Directorate	Service	April 2016 to March 2017			April 2017 to March 2018		
		Leavers headcount	Average headcount	%	Leavers headcount	Average headcount	%
Environment and Housing Services	Building Services	22	285.5	7.71	12	281.5	4.26
	Director's Office	2	35.5	5.63	2	34.0	5.88
	Housing Services	6	68.5	8.76	5	72.0	6.94
	Shared Regulatory Services	11	185.5	5.93	2	197.5	1.01
	Visible Services and Transport	15	267.5	5.61	18	246.5	7.30
	Total	56	842.5	6.65	39	831.5	4.69
Learning & Skills	School Improvement & Inclusion	15	161.5	9.29	15	193.0	7.77
	Strategy, Community Learning and Resources (inc. Director's Office)	18	326.5	5.51	18	284.0	6.34
	Total	33	488.0	6.76	33	477	6.92
Resources	Democratic Services	2	20.5	9.76	2	19.0	10.53
	Financial Services	15	142.5	10.53	13	137.0	9.49
	Human Resources Service	4	51.5	7.77	4	48.0	8.33
	ICT Services	3	42.0	7.14	4	40.0	10.00
	Legal Services	1	31.0	3.23	2	30.0	6.67
	Performance and Development	5	75.5	6.62	5	73.5	6.80
	Regeneration and Planning	13	110.5	11.76	5	108.0	4.63
	Total	43	473.5	9.08	35	455.5	7.68
Social Services	Adult Services	41	383.0	10.70	26	390.0	6.67
	Children and Young People Services	21	209.0	10.05	24	205.0	11.71
	Business Management and Innovation (inc. Director's Office)	7	57.5	12.17	4	56.0	7.14
	Total	69	649.5	10.62	54	651.0	8.29
Corporate Total		201	2453.5	8.19	161	2415.0	6.67
Schools	Schools	192	2793.0	6.87	183	2732.0	6.70
Overall total		393	5246.5	7.49	344	5147.0	6.68

Appendix D – Breakdown of Top Occupational Groups through Resignation 2017-2018

Service Area	Position Name	Total
Schools / Achievement for All *	Learning Support Assistant	60
Schools / Achievement for All **	Teacher	42
Schools	Midday Supervisor	24
Schools	Breakfast Club Supervisor	10
Building Services / Schools ***	Cleaner	10
Adult Services	Care Assistant	8
Strategy, Community Learning & Resources / Schools ****	Kitchen Assistant	8
Children & Young People Services / Adult Services *****	Social Worker	7
Schools	School Administrator	6
Strategy, Community Learning & Resources / Adult Services *****	Cook	4
Adult Services	Reablement Support Worker	4
Achievement for All	Youth Worker	4

*Learning Support Assistant –
Schools had 59 resignations and Achievement for All had 1 resignation

** Teachers –
Schools had 41 resignations and Achievement for All had 1 resignation

*** Cleaners –
Building Services had 6 resignations and Schools had 4 resignations

**** Kitchen Assistant –
Strategy, Community Learning and Resources had 7 resignations and Schools had 1 resignation

***** Social Workers –
Children and Young People Services had 6 resignations and Adult Services had 1 resignation

***** Cook –
Strategy, Community Learning and Resources had 2 resignations and Adult Services had 2 resignations

UPDATE ON STAFF CHARTER COMMITMENTS / EMPLOYEE SURVEY ACTION PLAN

Staff Charter Ref:	ISSUE		DATE	OWNER	STATUS	NOTES
1	The Charter will be sent to all existing and new employees of the Council		2016/17	Head of HR	Green	The new Staff Charter was issued to 2563 employees on 19-9-16 alongside briefing sessions for managers and the first annual staff survey
2	The employee appraisal scheme will be reviewed and relaunched		2016/17	Trg/OD Manager	Green	#itsaboutme scheme was launched on 1-9-16 and reviewed during 2017. There was a 95% completion rate during 2017/18 and support continues to be given to managers and staff to ensure it remains an effective model.
3	A management development programme will be piloted		2017/18	Trg/OD Manager	Green and ongoing	The new Management Competency Framework was launched in March 2017. Since then the MCF has been supported through four 'community of learning' management development events run in the Spring and Autumn each year. Preparations are currently underway for the Autumn 2018 sessions.
4	A succession planning and talent management programme will be piloted		2017/18 2018/19	Head of HR	Amber	A pilot scheme is in place for a range of posts as agreed by Corporate Management Team. The scheme will be extended during 2018 as part of a wider approach to talent management.

5	The Council will continue to develop and promote the Leadership Café.		2016/17 2017/18 2018/19	Head of HR	Green and ongoing	A full programme for 2017 has been completed and the new 2018 programme launched. The co-ordinating committee was recognised as 'team of the year' at the LGC awards in March 2017.
6	The effectiveness of all communication methods will be reviewed and improved		2016/17 2017/18 2018/19	Corporate Comms Manager	Amber	This workstream has seen the launch of the new NEWSNET communications vehicle and a pilot approach to improving communications with non-office based staff. This workstream will be refined and rolled forward into 2018/19
7	A Staff Editorial Team will be formed to help shape the Core Brief Process		2016/17	Corporate Comms Manager	Green and ongoing	As above. Meetings of the group are continuing in conjunction with a wider CMT/Staff Engagement Group
8	A Staff Engagement Group will be formed to maintain dialogue with CMT		2016/17	Head of HR	Green	The seventh meeting of the Group took place in May 2018 and is now a regular bi-monthly calendar event. The group continues to monitor the effectiveness of the Staff Charter and the outcomes from the various workstreams.
9	Standards for team meetings/contact will be developed for use across all areas		2017/18	TBD	Red	The focus for this will be refreshed during the first quarter of 2018/19

10	A skills audit will be undertaken and a 'passport to training' scheme launched		2017/18 2018/19	Corporate OD/Trg Manager	Amber	The Developing My Skills working group was delayed pending the appointment of the Council's Organisational Development and Training Manager. The post was filled on 6-11-17 and the a new learning and development strategy was presented to CMT/HOS in December 2017. The delivery of the strategy will be a key focus for 2018/19
11	Ideas in relation to regular recognition events will be explored and implemented		2017/18 2018/19	Corporate OD/Trg Manager	Green and ongoing	This group has continued to meet and and an exciting work programme agreed. The emphasis has been the launch of the bi-monthly GEM recognition scheme, the exploration of a charitable working scheme and the first Annual Awards Event on 8-6-18
12	The Council will launch a new Employee Assistance Programme		2016/17	Corporate H&S Manager	Green	The Care First EAP was launched on 1-6-16. Work is ongoing to promote the service across all areas (and extend the provision to external partners)
13	HR Policies will be reviewed with the trade unions to support the expectations within the Staff Charter		2016/18 2018/19	Head of HR	Amber	The attendance policy and staff protection scheme have been reviewed and relaunched. The new HR Service Centre was launched on 6-11-17. The streamlining of HR policies will continue throughout 2018/19 to complement the principles within the Staff Charter.

14	Ideas for a suggestion or ideas scheme will be sought and launched		2017/18	OM Performance and Policy	Amber	Work to be managed during 2017/18 and as part of a wider CMT/Staff Engagement Project Group. This scoping work in relation to this workstream was the focus of a CMT/Staff Engagement Group on 7-2-18 and will be rolled forward during 2018/19.
15	The effectiveness of the Staff Charter will be reviewed/evaluated on a regular basis		2016/20	Head of HR	Green and ongoing	The results of the second employee survey were presented to CMT on 28-2-18 and Cabinet in on 19-3-18. The employee survey will be continue to be run on an annual basis to measure the progress and traction of the Staff Charter.