

WELWYN HATFIELD BOROUGH COUNCIL
RESOURCES OVERVIEW AND SCRUTINY COMMITTEE - 22ND FEBRUARY 2016
REPORT OF THE DIRECTOR (GOVERNANCE)

EMPLOYEE TURNOVER 1ST NOVEMBER 2014 - 31ST OCTOBER 2015

1 Executive Summary

- 1.1 The purpose of this report is to provide this Committee with an analysis on employee turnover for the 12 month period ending 31st October 2015.
- 1.2 For the purposes of clarity, employee turnover has been assessed on the basis of the number of employees leaving the Council as a percentage of the total number of employees (headcount) employed by the Council.
- 1.3 The report provides a summary of employee turnover within the Council, in particular the reasons for leaving and the profiles of those employees who have left the Council.
- 1.4 This report compares the turnover figures between the last two reporting periods to assist continuous monitoring of employee retention and turnover over both periods and to draw meaningful comparisons.
- 1.5 This report forms part of the continued monitoring of employee retention within the Council by the Committee on an annual basis.

2 Recommendation

- 2.1 It is recommended that the Committee note the position in relation to employee turnover and the content of this report.

3 Financial Implication

- 3.1 None arising directly from this report.

4 Link to Corporate Priorities

- 4.1 I confirm that the subject of this report is linked to the Council's Corporate Priority for our Council.

5 Legal Implication(s)

- 5.1 None arising directly from this report.

6 Climate Change Implication(s)

- 6.1 None arising directly from this report.

7 Risk Management Implication

A risk assessment has not been prepared in relation to this report as there are no significant risks inherent in this report. However, it should be noted that 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 employees is important as the Council responds to ongoing financial pressures, especially in areas where the Council could experience difficulties in recruiting, as highlighted under 8.8.

8 Explanation

Turnover – Reasons for Leaving

- 8.1 The Council's turnover rate in 2014/15 was 22.87%, in comparison to 23.78% in 2013/14.
- 8.2 The number of resignations and end of fixed term contracts have increased over the comparative reporting period. Resignations from the Council have actually increased from 39 to 48.
- 8.3 Resignations accounted for 71.64% of leavers in the last 12 months followed by the termination of fixed term contracts that accounted for 16.42% of leavers in the last 12 months.
- 8.4 Exit questionnaires continue to play a part in identifying the reasons why people chose to leave employment with the Council. Leavers can either choose to complete an exit questionnaire or have an exit interview with their line manager or a HR representative. The exit questionnaire is sent to the individual via email. During the period 1st of November 2014 to 31st of October 2015, 59 people took the opportunity to complete and return exit questionnaires. Of these, the main reasons cited for alternative employment was "better pay and benefits, personal, family or social reasons".
- 8.5 The number of redundancies has remained the same as in the previous reporting period. Members will be aware of the Council's positive approach to managing change which helps to mitigate, avoid and reduce the number of compulsory redundancies.
- 8.6 A more detailed breakdown of the number of leavers by reason is set out in appendix 1: chart 1 and 2.

Turnover by Directorate

- 8.7 Overall turnover has decreased in the Strategy and Development Directorate. In the Governance Directorate, the number of leavers has increased from 8 to 9, however in the Finance and Operations Directorate; the number of leavers has increased from 6 to 11.
- 8.8 The Strategy and Development Directorate had 47 leavers, the highest compared to the other directorates. This can be attributed to the high percentage of casual workers within this directorate and the business services provided such as Campus West and Mill Green Museum. The leavers from Campus West and Mill Green Museum amount to 48.94% of the total number of leavers from the Strategy and Development Directorate.
- 8.9 During the 12 month period, a total of 67 employees left the Council. This includes 15 casuals and 11 fixed term contracts. The number of employees as at

31st of October 2014 was 293. The turnover for the period amounts to 13.99% (not including casuals and fixed contracts) compared to 11.4% in 2013/14.

- 8.10 A more detailed breakdown of turnover for each Directorate is shown in appendix 1: chart 3 and chart 4.
- 8.11 A more detailed breakdown of the numbers of leavers by reason for leaving and service area excluding Casuals and Fixed Term Contracts is set out in chart 5. Chart 6 provide a more detailed breakdown of number of leavers by reason for leaving and service area including Casuals and Fixed Term Contracts.

Turnover by Employee Profile

- 8.12 40.3% of the total number of employees who left had been with the Council for 5 or more years.
- 8.13 The highest turnover rate was amongst employees aged between 20 and 29 (31.34%). Turnover was 10.45% for employees over the age of 60.
- 8.14 There was a higher voluntary turnover rate amongst employees who had not declared a disability than amongst those who had.
- 8.15 Turnover for BME employees overall was lower than that of White employees.
- 8.16 The turnover rate was lower for men than it was for women in Welwyn Hatfield.
- 8.17 The turnover was 7.46% for employees with over 25 years of service.
- 8.18 A more detailed breakdown of the employee profile of leavers is set out in appendix 1: chart 7, 8 and 9.

9 Equality and Diversity

- 9.1 I confirm that an Equality Impact Assessment (EIA) has not been carried out in connection with the proposals that are set out in this report. However, it should be noted that 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.

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Background papers to be listed (if applicable)

Chart 1: Numbers of Leavers by Reason for Leaving

Reasons for Leaving									
	Resignation	End of fixed term contract	Redundancy under 50	Redundancy over 50	Retirement under 65	Retirement 65 +	Ill Health Retirement	Dismissal	Transfer of Undertaking Protection of Employment (TUPE)
2014/15	48	11	0	1	2	2	1	2	0
2013/14	39	7	1	0	2	2	1	0	21

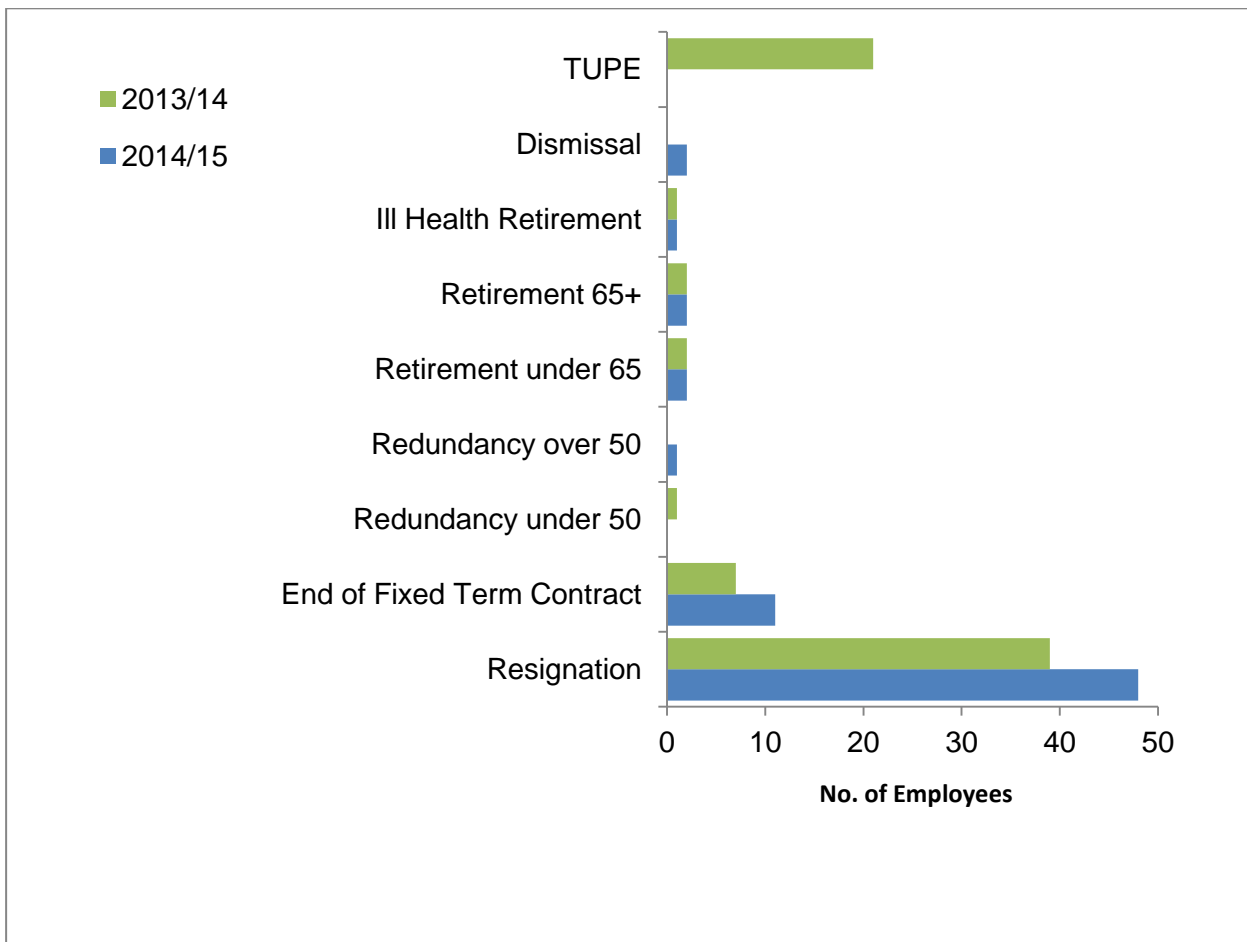


Chart 2: Percentage of Leavers by Reason for Leaving

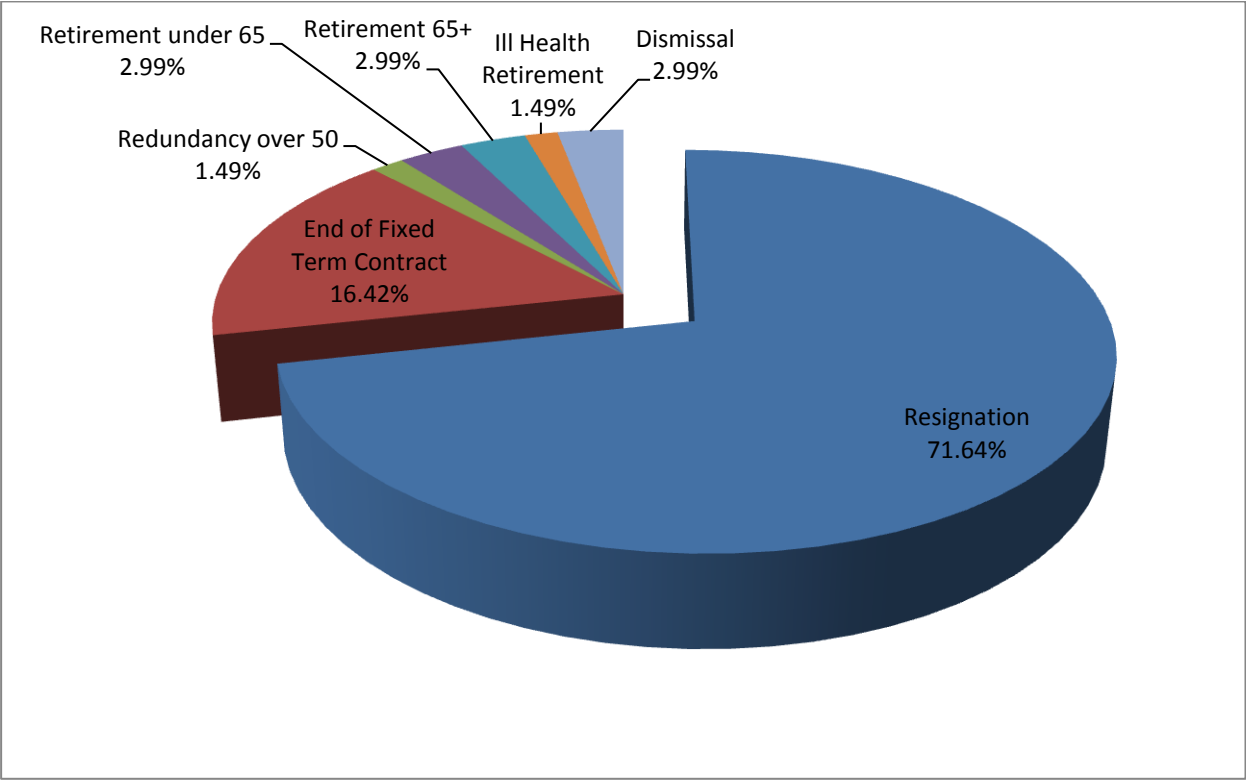


Chart 3: Numbers of Leavers by Reasons and Directorate

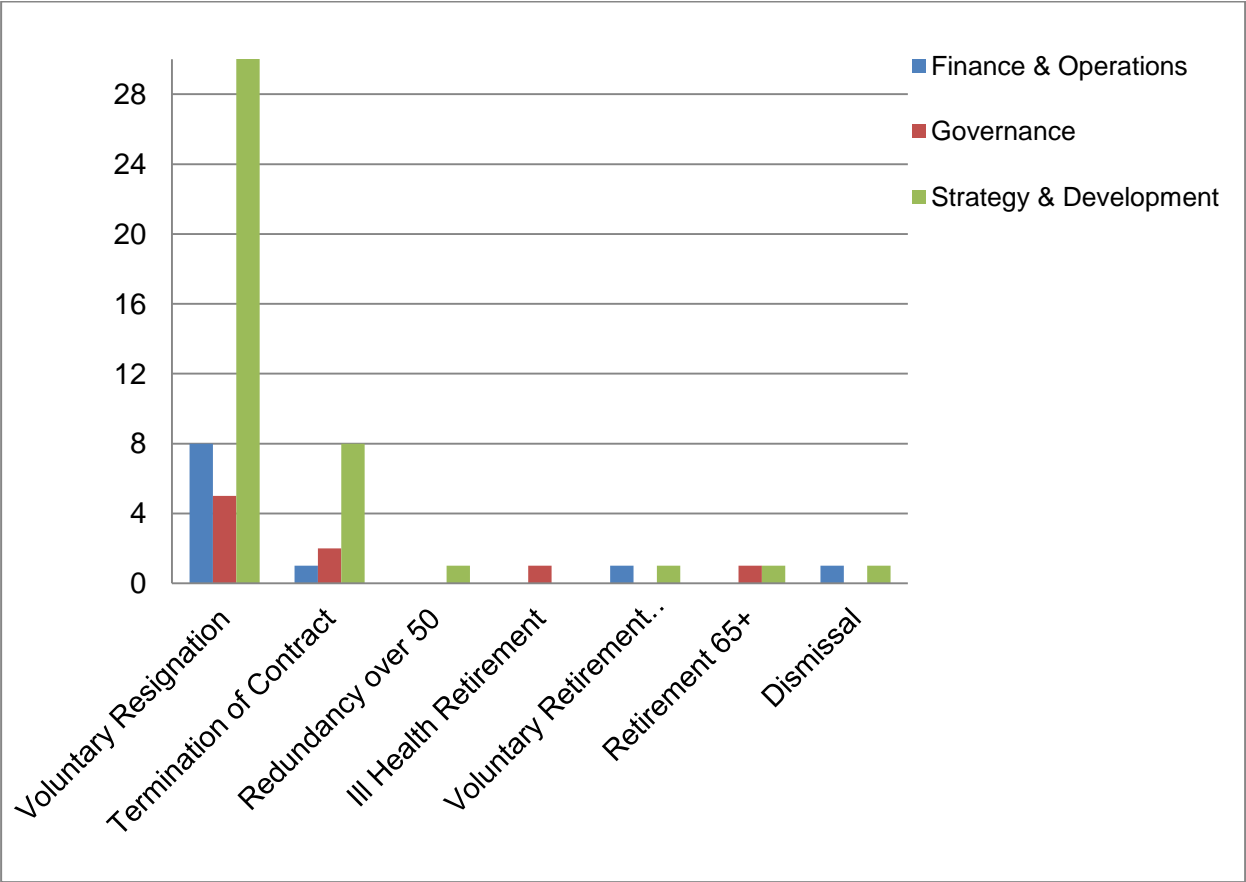


Chart 4: Percentage of Leavers by Directorate

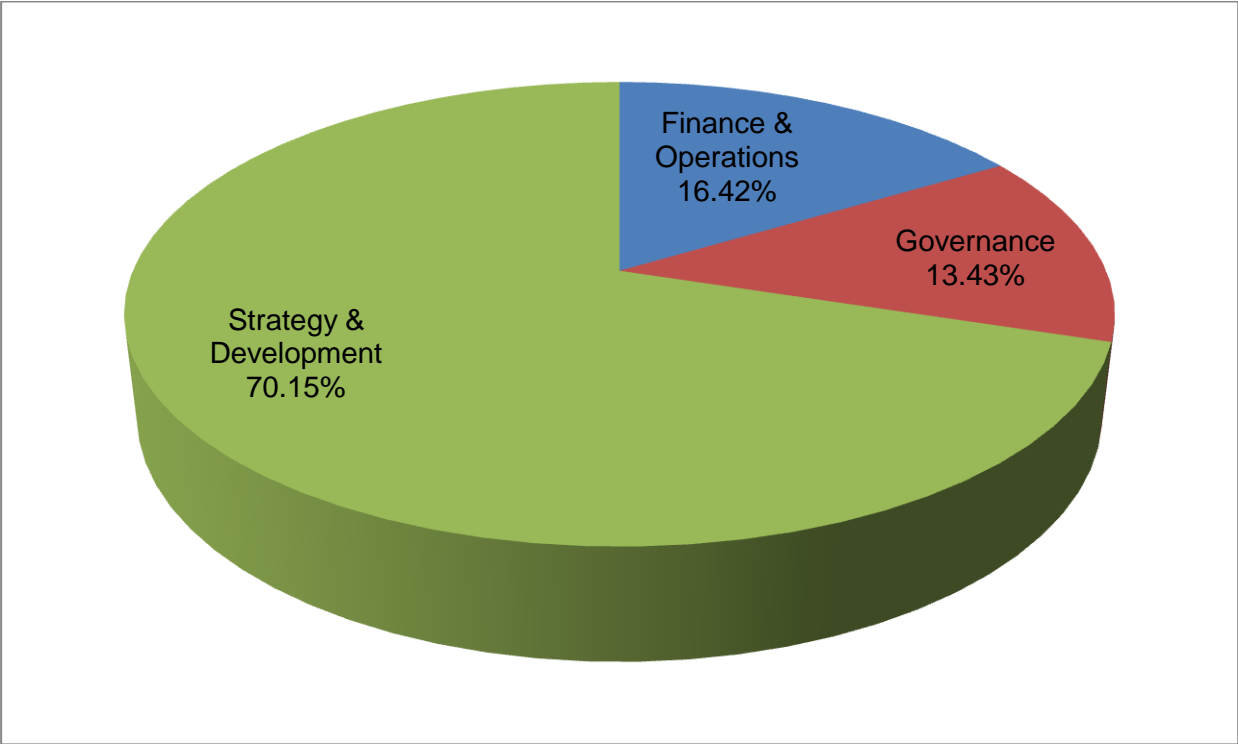


Chart 5: Numbers of Leavers excluding Casuals and Fixed Term Contracts by Reason and Service Area

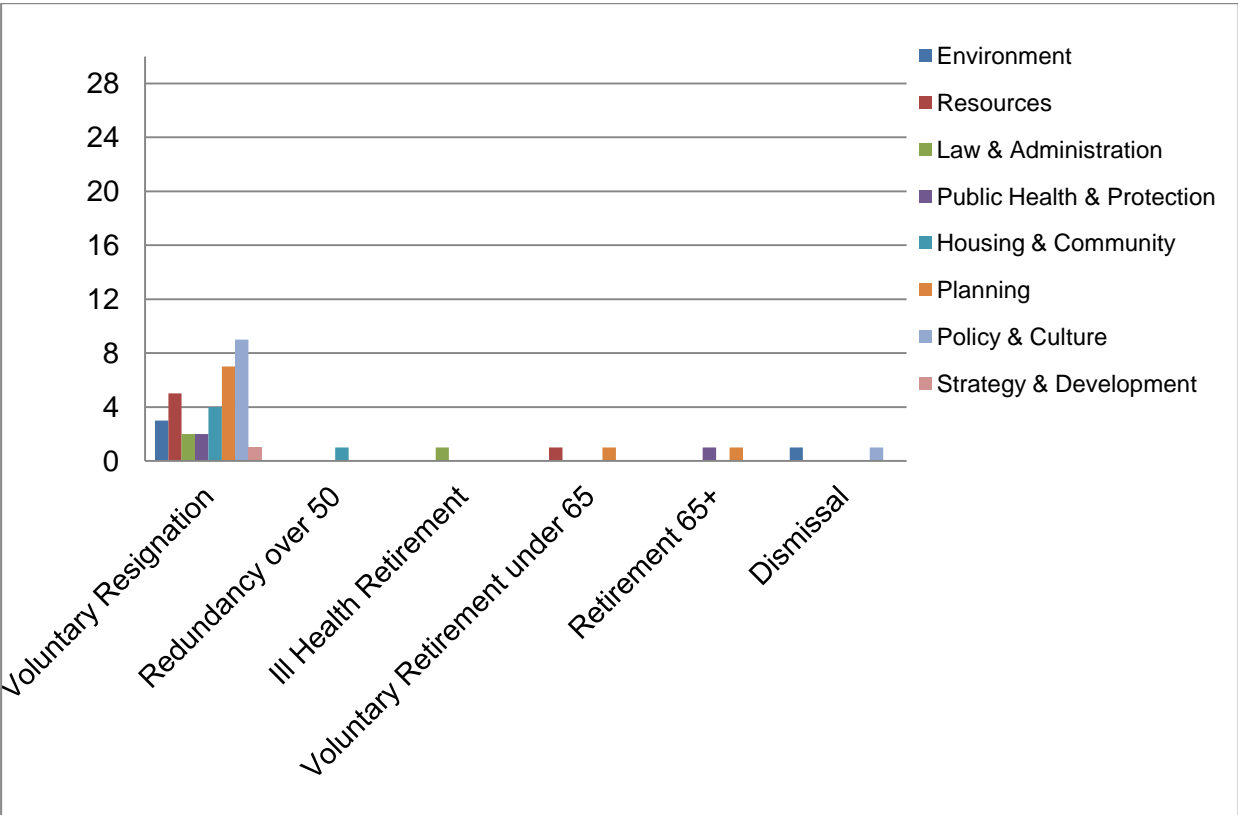


Chart 6: Numbers of Leavers including Casuals and Fixed Term Contracts by Reason and Service Area

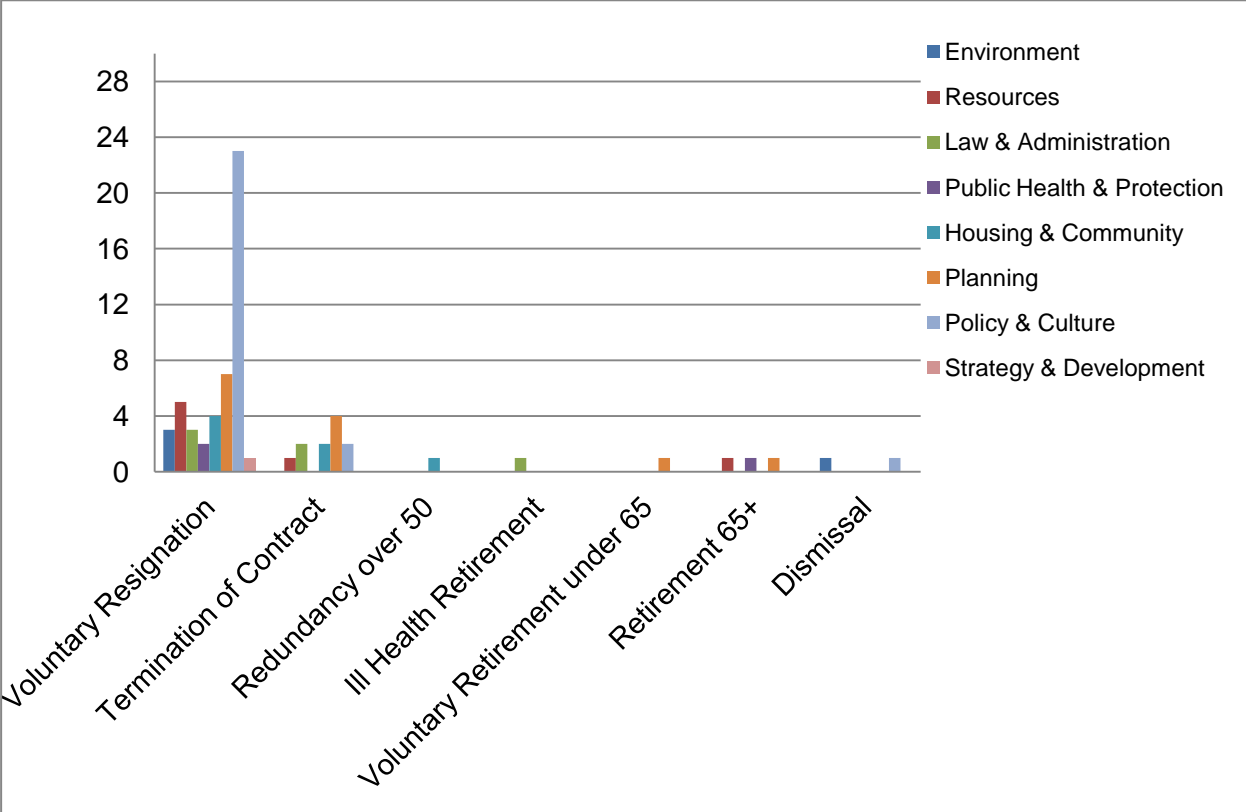


Chart 7: Leavers Age Profile

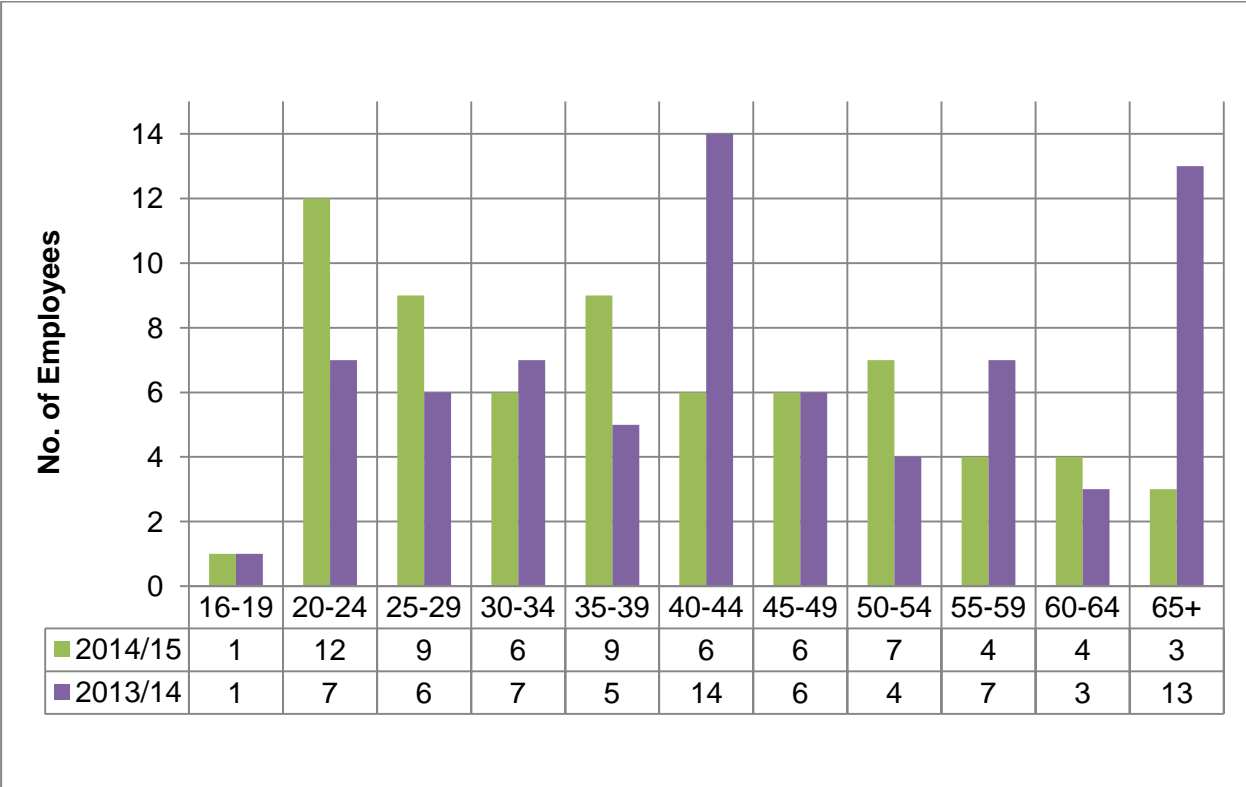


Chart 8: Leavers Ethnicity Profile

Ethnic Categories*

White	Black	Asian	Mixed Race	Other
British	British	Bangladeshi	White & Black Caribbean	Chinese
Irish	African	Indian	White & Black African	Any other group
Other White	Caribbean	Pakistani	White & Asian	Unclassified
	Other Black	Other Asian	Mixed Other	

* Please note that the Council collates ethnicity data using the categories above.

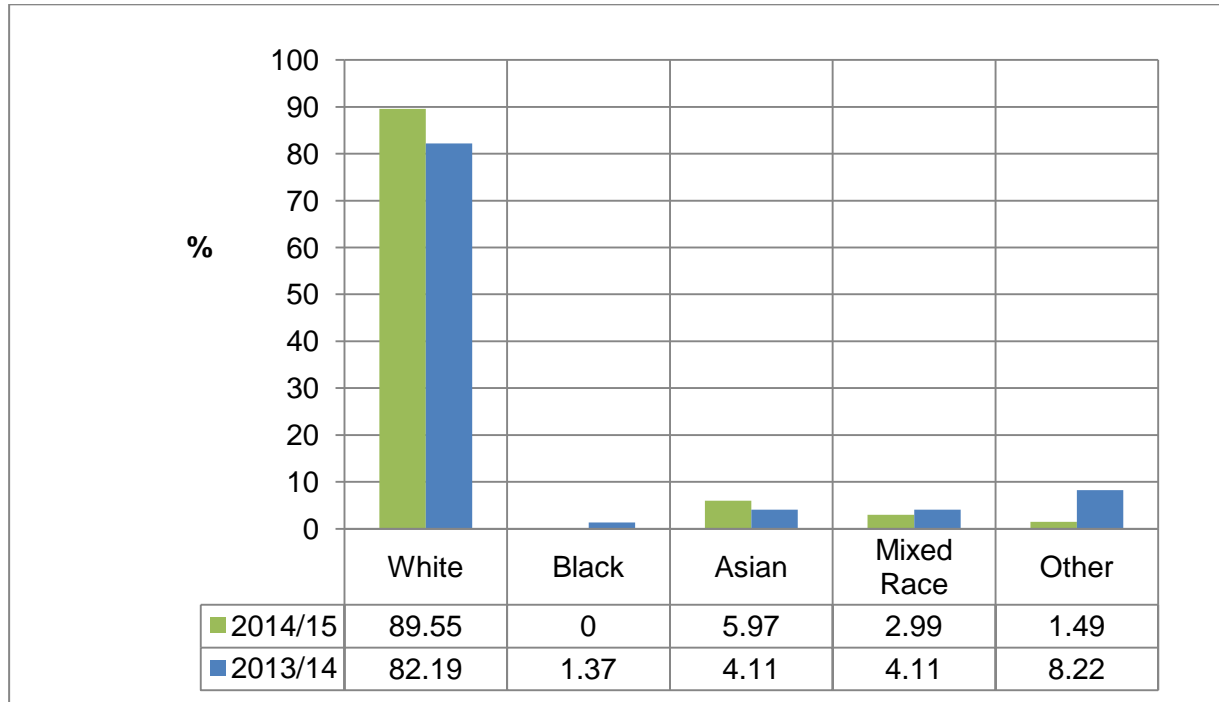


Chart 9: Leavers Gender Profile

Gender Profile (%)		
Gender	2014/15	2013/14
Male	37.31	43.84
Female	62.69	56.16

