TRAFFORD COUNCIL

Report to:	**Employment Committee**
Date:	**10th September 2018**
Report for:	**Information**
Report of:	**Sara Saleh, Corporate Director of People**

<u>**Report Title**</u>

Employees who left the Council in 2017/2018

<u>**Recommendations**</u>

That the content of this report is noted.

Relationship to Policy Framework/Corporate Priorities	This report aligns with the council's Corporate Priorities in respect to 'Low Council Tax and Value for Money' and 'Reshaping Trafford Council'.
Financial	There is a cost of staff leaving through costs associated with recruiting new employees, agency staffing, where required and lost productivity where there are resource gaps.
Legal Implications:	None
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	Too high a level of turnover, particularly in certain services, can adversely affect the Council's functioning.
Risk Management Implications	None
Health & Wellbeing Implications	None
Health and Safety Implications	None

1. Background

1.1 The Council's projected year end turnover is monitored and reported on a monthly basis in the Workforce Update which goes to CLT and Employment Committee.

1.2 Turnover is basically a measure of how many employees are leaving an organisation. Turnover can have a negative impact on an organisation's performance for various reasons. However there are also benefits of turnover, as we don't want to retain employees who aren't engaged with the organisation, who may not be as productive as they should be and sometimes this type of employee can negatively affect colleagues. For an organisation to grow and develop it is also vital to have new talent. By understanding the

reasons behind turnover, we can devise recruitment and employee engagement initiatives that reduce the number of employees leaving the organisation.

1.3 This report details the Council's turnover for 2017/2018 and also summarises analysis undertaken on all employees who left the Council in 2017/2018, so that we can better understand our leavers.

1.4 Some employees have more than one post with the Council, and when they leave, two or more posts become vacant. For the analysis we have considered leavers from each post, which is how we report turnover.

2. Level of Turnover

2.1 The turnover rate for 2017/2018 is detailed below, broken down by directorate and also compared with the previous year.

Area	2017/2018	2016/2017
T&R	11.20%	11.97%
CFW	13.60%	10.37%
EGEI	11.76%	11.97%
Council Total	12.54%	10.68%

2.2 In 2017/2018 the Council's turnover increased by nearly 2% from 10.68% to 12.54%. Although industry averages vary, turnover in the UK is approximately 15% so the level within Trafford is still below the average. The overall increase is largely contributed to by CFW who experienced an increase of leavers by over 3%.
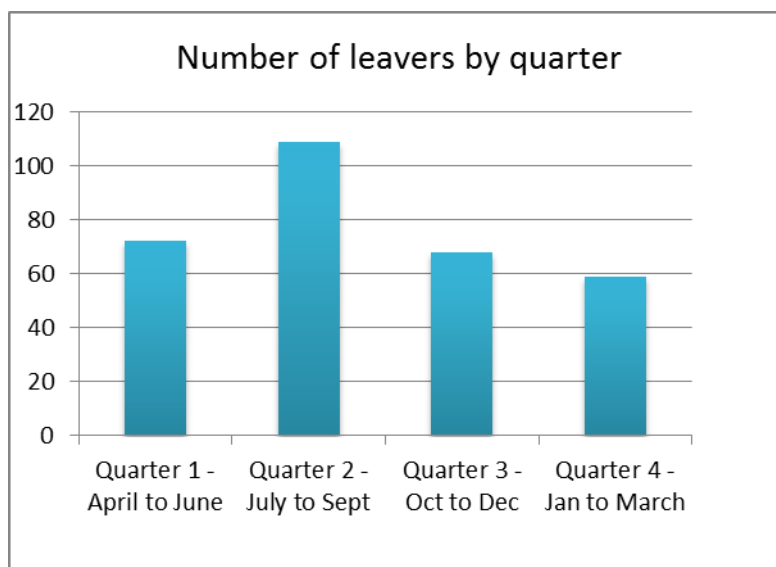
3. Analysis of leavers

3.1   Distribution of leavers over the year

The graph below details the number of leavers each month.
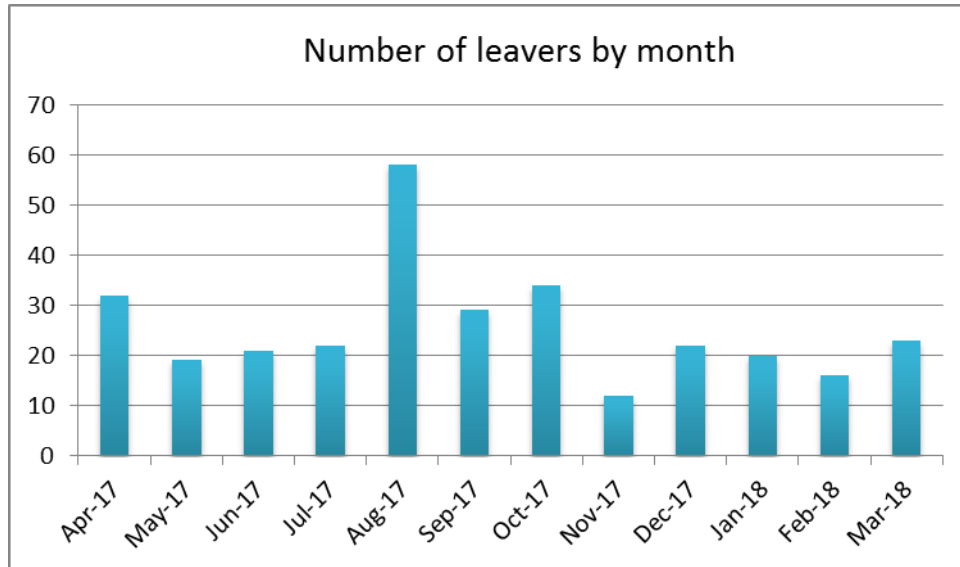
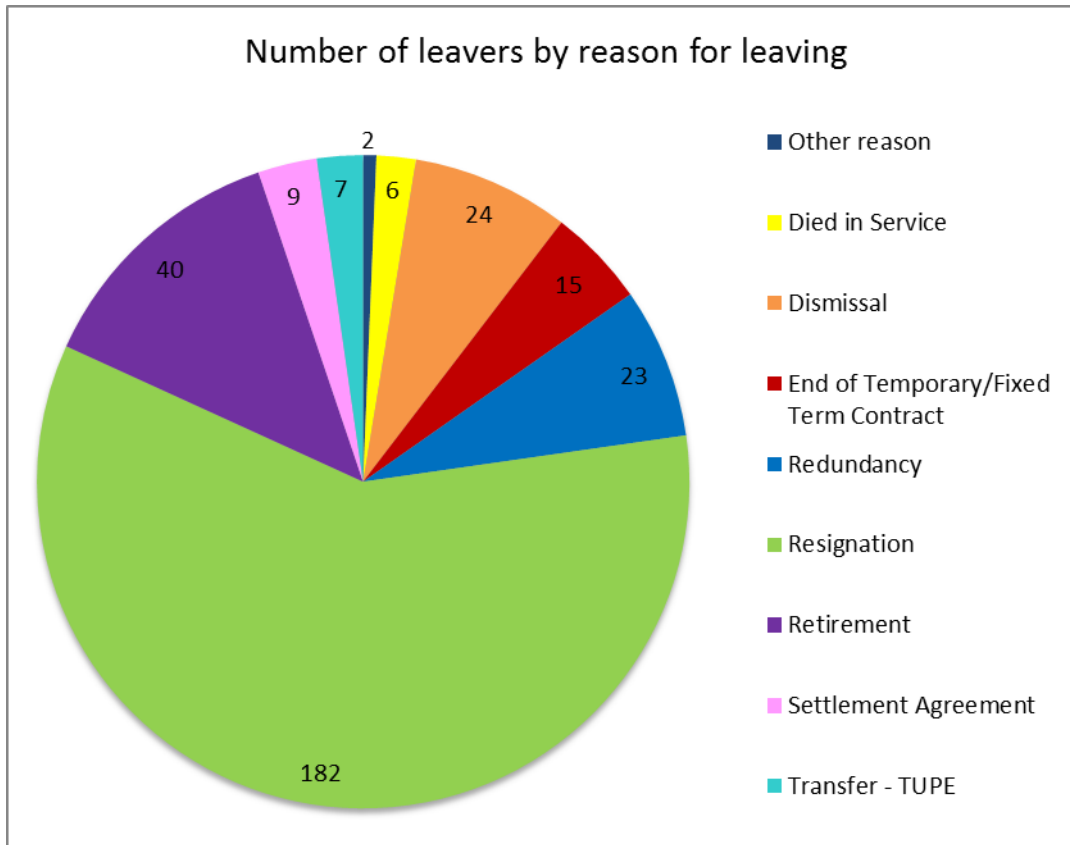The graph below details the number of leavers each quarter.

Over the year there were 308 leavers. It can be seen that the month with the highest number of staff leaving was August, with a number significantly higher than in any other month in the year. Similarly when breaking the year into quarters, there is a significantly higher number of leavers during quarter 2 (summer) and the lowest number in quarter 4 (winter). There are a couple of reasons for the spike in August. Firstly 7 schools catering and cleaning staff transferred organisations under TUPE. The other reason is that there was a restructure and downsizing exercise in the Reablement service and 13 staff

took voluntary redundancy. Even with these staff accounted for, August still has the highest number of leavers. This is likely to be due to a combination of factors which may include: schools employees moving jobs during the holidays; parents moving jobs before the new school year starts; more optimism approaching the summer period, and; people not wanting to move jobs over the winter months.

3.2   Reason for leaving

The chart below details the number of leavers by summary reason for leaving.

The table below details the number of leavers by more detailed reason for leaving, sorted to show the highest frequency first.

Reason for leaving	Number of leavers
Resignation - Personal	143
Redundancy - Voluntary	18
Retirement - Early	16
End of Temporary/Fixed Term Contract	15
Resignation - Post in Another Authority	14
Dismissal - Medical	12
Retirement - Voluntary Retirement	9
Settlement Agreement	9
Retirement - LGPS (65 or above)	8

Transfer - TUPE	7
Died in Service	6
Dismissal - Failure of Probation	6
Resignation	6
Resignation - Moving Away	6
Retirement - Ill Health	6
Redundancy - Compulsory	5
Resignation - Domestic/Personal	5
Dismissal SOSR	4
Resignation - Dissatisfied With Job	3
Resignation - Following Maternity Leave	3
Dismissal - Performance Capability	2
Career Break	1
Other Reason	1
Resignation - Full Time Education	1
Resignation - Ill Health	1
Retirement - Voluntary Redundancy	1

By far the largest number of staff left by reason of resignation (59% of total leavers). Of the reasons why employees leave organisations, resignation is the one that can be influenced with our policy practices and organisational culture, i.e. we have some control over it.

3.3   Length of service upon leaving

The graph below details the number of staff who left within different bands of length of service from 0-5 years up to 40-45 years.
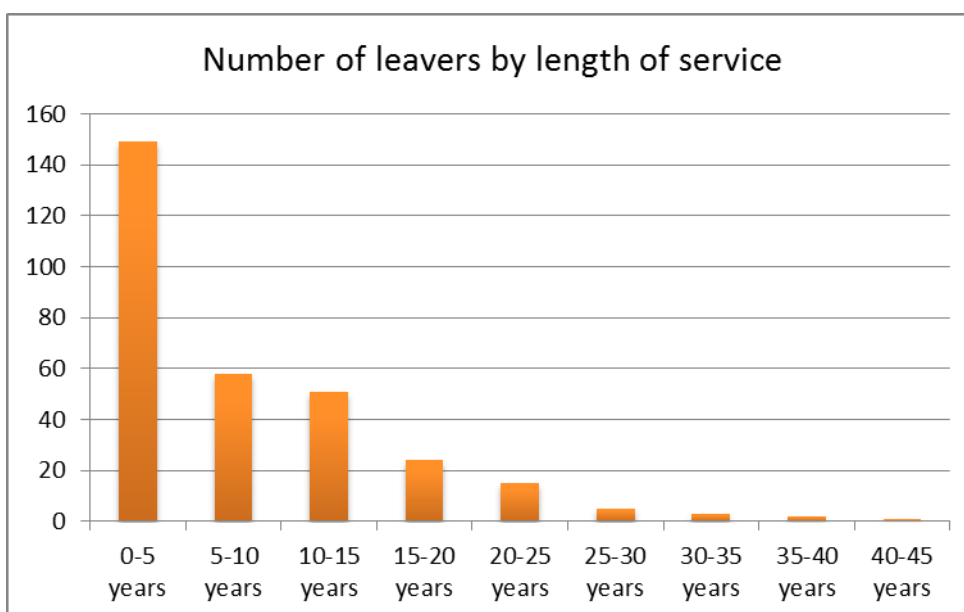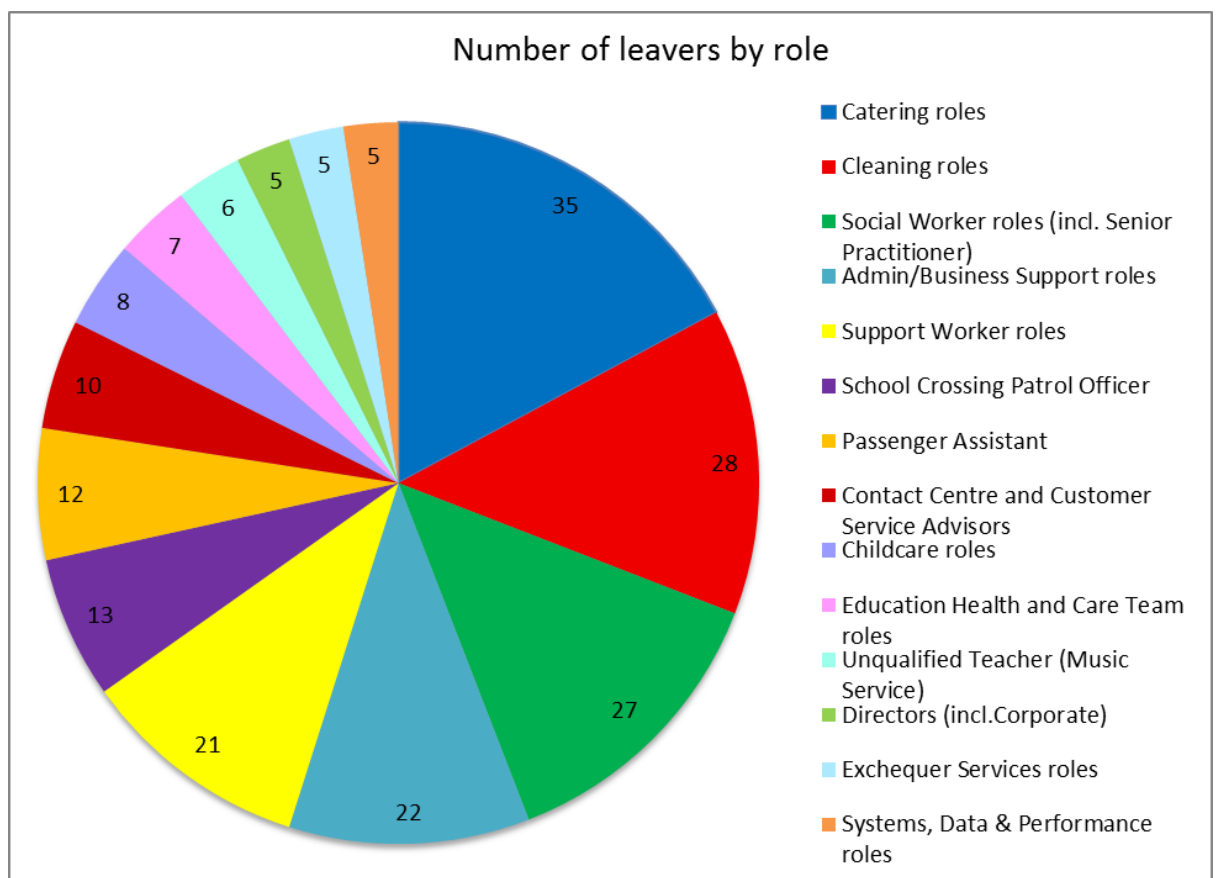
As would be expected, there is a negative relationship between the number of leavers and increasing length of service. However the reduction in number of leavers between 0-5 years and 5-10 years is quite significant. Nearly 50% of all leavers had less than 5 years of service and 30% of all leavers had less than 2 years of service. This shows that a large proportion of staff leaving have relatively low length of time working for the Council. Although we don't know why many staff are leaving the Council so soon, particularly for those with less than 2 years of service, this may be a sign that the reality of the role and/or working for the Council doesn't match the expectations at the recruitment stage.

There is evidence to suggest that younger people tend not to have as much tenure with employers as compared with previous generations. Of the leavers with less than 5 years of service with the Council, the average age is 41 years old. In the next banding, 5-10 years, the average age of the leavers is 49 which is a significant increase. As we know we have an aging workforce, we need to look at strategies to attract and retain younger staff.

3.4   Leavers by role

The chart below details the number of leavers by role, only for the roles which saw 5 or more employees leave during the year. This equates to 204 out of the 308 leavers (66%). Across all 308 leavers there were approximately 100 different posts.

Number of leavers by role

- Catering roles — 35
- Cleaning roles — 28
- Social Worker roles (incl. Senior Practitioner) — 27
- Admin/Business Support roles — 22
- Support Worker roles — 21
- School Crossing Patrol Officer — 13
- Passenger Assistant — 12
- Contact Centre and Customer Service Advisors — 10
- Childcare roles — 8
- Education Health and Care Team roles — 7
- Unqualified Teacher (Music Service) — 6
- Directors (incl.Corporate) — 5
- Exchequer Services roles — 5
- Systems, Data & Performance roles — 5

As expected the highest number of leavers are from the posts which have the highest establishments in the organisation. Catering and cleaning posts tend to have a high turnover due the nature of the roles. Of particular note Social Workers saw the third highest number of leavers and turnover amongst this group can have a large impact on service provision and costs including agency spend. To improve the recruitment and retention of Social Workers, a comprehensive review of Social Services was undertaken to identify where improvements could be made in key areas to enhance the wellbeing of the workforce. The subsequent report considered a range of issues affecting staff including absence, recruitment and retention and work demands. A range of work streams are being delivered to support the recommendations as a result of the review.

4. Exit evaluation data

4.1   The Council collects information from staff leaving the Council so we can try to understand the reasons why staff leave and their experience of working here. The current process which has been in place since 2016, is that when an employee leaves they are sent a letter from GMSS which asks them to complete an exit evaluation questionnaire which they can access via the internet. The forms have questions in the following areas: reasons for leaving; their role; management; training and development; whether they'd recommend Trafford Council as a good employer.

4.2   The number of employees who leave the Council and complete the questionnaire is much lower than we would like. In 2017/2018, out of the 308 leavers, 46 completed the questionnaire which is only 15%. Work is under way to review the process and improve it, to try to increase take-up. However giving this feedback has to be voluntary and when a member of staff is leaving their employer and moving on to something new, giving feedback may not be a priority for them.

5. Conclusion

5.1   Monitoring employee turnover and also analysing information relating to employees who leave the Council, including feedback that they give, can be useful to identify any trends which might lead to actions to reduce the number of leavers in certain areas, or of a certain type.

5.2   It is impossible to work out an optimal level of turnover, as it will depend on many factors. However it could be suggested that the level of turnover within the Council in 2017/18, particularly within certain groups, such as Social Workers, younger employees and those with shorter service, is higher than the ideal. We are looking at strategies to improve recruitment and retention and to make the Council an employer of choice. There are lots of work areas on-going which should address this, which includes: new vision and values for the organisation; senior leadership team restructure; career pathways, from Apprenticeships onwards; succession planning programme; improving and

modernising our recruitment and on-boarding process; updated pay structure with bottom-loaded increases for the lowest earners; focused work around Social Workers. All of these, and particularly those that change the culture of the organisation, should have an effect on the experience of working for the Council with the aim of attracting the right staff and reducing the numbers leaving the Council.

4.3   Employment Committee is recommended to note the content of this report.