

WAVERLEY BOROUGH COUNCIL
VALUE FOR MONEY AND CUSTOMER SERVICE OVERVIEW AND SCRUTINY
COMMITTEE
25 JUNE 2018

Title:

**WORKFORCE PROFILE UPDATE
(APRIL 2018)**

**[Portfolio Holder: Cllr Julia Potts]
[Wards Affected: N/A]**

Summary and purpose:

As requested by the Overview and Scrutiny Committee, this report provides Members with detailed information about the Council's workforce to help assess the staffing resilience in each service area.

The following information has been provided by:

1. Robin Taylor, Head of Policy and Governance
2. Katy Meakin, HR Manager

NB: This report will be updated every quarter for Management Board and presented annually to O&S (as requested by Members).

How this report related to the Council's Corporate Priorities:

Waverley's staff are the organisation's most important resource in delivering the Council's immediate priorities and for ensuring that the organisation is able to respond to the opportunities and challenges ahead.

This report is focused on the resilience of Council staff in terms of turnover and sickness levels in each of the service areas and provides a summary of overall staff satisfaction.

Financial Implications

The Council's staffing budget is £17,307,992

HR Implications

The strategies, policies and procedures which are linked to the information contained in this report comply with relevant employment law.

Background

As stated in the previous reports presented to O&S, Waverley employs approximately 470 staff, a significant proportion (36%) of which work part time. The majority of Waverley staff are based at The Burys offices in Godalming, with others working in key locations across the borough such as Sheltered Housing Units, Parks and Open Spaces and at Waverley Training Services.

Waverley's staff team deliver 110 different types of services to the community through a total of 98,500 working days.

The Council competes in the recruitment market with key organisations, in the private sector, London boroughs, Surrey Local Authorities and the surrounding regions, for staff in areas such as Planning, Legal, Finance, IT and roles associated with the building sector.

A committed, skilled and high performing workforce is key to the overall success of the Council. There are three key performance measures that are relevant to this:

- Staff turnover rates
- Staff sickness levels
- Overall measures of staff satisfaction

High **staff turnover rates** can result in a loss of valuable knowledge and skills in the organisation and can be very disruptive to service delivery. However, a moderate level of turnover is important in providing career development opportunities for existing staff and for bringing new skills and perspectives into the organisation which can help to further improve performance. The age profile of the organisation can be a factor in driving staff turnover rates with a higher proportion of staff leaving each year through retirement. Internal and external promotion and career progression can also be a factor leading to high turnover rates for organisations that actively encourage staff development

Staff sickness levels is a good measure of the health and wellbeing of the workforce. While some level of sickness is inevitable, high levels of sickness and the type of sickness can indicate poor morale and a lack of effective staff management. The age profile of the workforce can be a factor in longer-term sickness, with incidents of cancer and degenerative conditions, including musculoskeletal problems increasing relative to age.

Staff satisfaction levels are measured through staff surveys and are used to assess the factors that are important in developing a motivated, committed and high performing workforce. These factors include a) ensuring staff are clear what is expected of them and how their role contributes to the organisation's goals, b) the level of trust and respect that exists between staff and managers, c) the tools and information they need to do a good job and d) how well they get on with their colleagues and other factors which impact them in their work environment such as their relationship with our Members.

To actively manage the above, including the Council's overall organisational and service resilience a number of key policies and strategies have been developed with associated action plans. These are:

- HR Strategy (2015-2018)
- Skills Gaps and Capacity Management Strategy (2015-2020)
- Staff Engagement Survey
- Fir for Work Policy

The primary focus of these policies and strategies is to make Waverley an “Employer of Choice”, promoting a positive and committed staff culture, developing and retaining the most talented staff and ensuring that Waverley is able to compete effectively in the employment market.

Overall context for Waverley Borough Council

There are a number of factors that influence the Council’s ability to recruit and retain high quality staff. These include:

- The high cost of living: Waverley is top of the 389 local authorities in the UK Prosperity Index. As a result, house prices are among the most expensive in the region and there has been a limited supply of affordable housing for those in essential public service jobs.
- As a rural borough, transport infrastructure is extremely limited with Waverley having the lowest connectivity index in the South East. With one of the lowest levels of unemployment in the country residents tend to work in highly paid jobs in the commercial sector.
- Competition from London for high quality staff. A smaller District Council, Waverley can not easily match the salaries of the significantly larger London boroughs or the private sector.

To succeed, the Council recognises that Waverley needs to offer current and future staff compelling reasons to want to work for Waverley and then, once here, the opportunity to do their best work and develop their career here. Factors that impact that include:

- A welcoming and friendly staff culture
- Excellent training and development opportunities
- Flexible working opportunities
- Career progression
- Opportunity to deliver sector leading performance and best practice
- Good quality management that motivates and inspires and a constructive relationship with Members
- Good communication
- Good systems including IT systems that provide the tools staff need to perform well.

Summary of key performance indicators

Turnover

Waverley’s annual turnover increased from 17.27% in 2016/17 to 21.54% in 2017/18. The CIPD have also reported a general increase in Turnover in their Resourcing and Talent

Planning Survey for 2017, although this reports a median rate of labour turnover as 16.5%. The percentage turnover for leavers due to resignation was 13.99% in Waverley which compares favourably to a figure reported by Xpert HR of 15.5% turnover where employees resigned from their jobs in 2016. Turnover rates vary significantly between different services with the highest rates being recorded in areas of significant skill shortages (e.g. property related functions and IT) where salaries have grown significantly in the employment market. A proportion of the 2017/18 turnover rates, particularly in Q4 have been affected by redundancies in the Benefits Team.

Authority	Total Turnover 2017/18 (%)	Voluntary Turnover 2017/18 (%)
Reigate & Banstead Borough Council	14	9
Surrey Heath Borough Council	14.96	
Guildford Borough Council	16.4	10.8
Tandridge District Council	14.64	
Waverley Borough Council	21.54	13.99

Turnover rates of other local authorities within Surrey (where provided) are included in the table above. This clearly shows that Waverley’s total, and voluntary staff turnover are significantly higher than other authorities within the Surrey Partnership. This highlights that turnover should be an area of concern for Waverley and that further investigation and analysis is required. It should be noted that no comparison has been undertaken to confirm the method of calculation for turnover is the same across all councils.

Further details on staff turnover can be found in Annexe 1 below.

Sickness

Waverley’s absence rate for 2017/18 was 2.58%, a slight reduction from the 2.63% in 2016/17. This is lower than the 2.9% absence rate published by Office for National Statistics in Public Sector organisations.

The main cause of short term sickness absence remains “Cough/Cold/Flu” but Mental Health Illness has increased over the past year. This is a trend which is seen across all organisations and could be due to many factors, and is possibly influenced by National efforts to improve recognition of Mental Health issues and the willingness of staff to report absence under this reason. There are no obvious trends to indicate that any Service Areas within Waverley have a higher level of sickness absence than others.

Further information on Sickness Absence is included in Annexe 2.

Recommendation

The Value for Money and Customer Service O&S Committee is asked to comment on the analysis set out in this report and identify any further information that they wish to receive regarding staffing resilience in the organisation.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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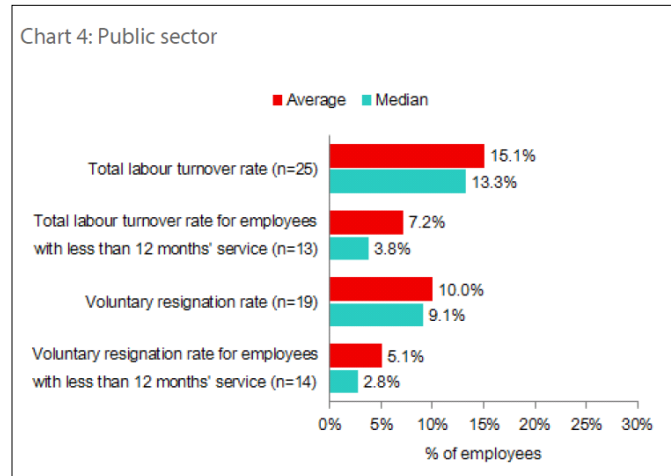
Annexe 1 - Staff Turnover

General Staff Turnover

The CIPD “Resourcing and Talent Planning Survey” (2017) reported that the Median rate of labour turnover has increased to 16.5%. Waverley’s staff turnover for 2017/18 is 21.54%, this includes all leavers, including resignations, retirements, redundancies and other reasons for leaving. The turnover figure for resignations alone stands at 13.99%.

XpertHR’s Annual Survey of Labour Turnover for 2016 found that average turnover was 15.5% across all sectors, with a public sector turnover rate of 15.1% and 5.1% for voluntary resignations of employees with less than 12 months’ service as shown in the accompanying chart which is taken from the XpertHR Report.

It has been requested that this report pay particular attention to the pay grades of employees leaving Waverley Borough Council and assesses whether there is any concern that specialist knowledge and skills are being lost from the Council through turnover in higher pay grade positions.



2017/18 Leavers

In 2017/18 financial year, the HR Information System used by Waverley Borough Council (iTrent) records 97 leavers. 3 of these leavers held more than one role, therefore 94 people left Waverley in 2017/18 year. *Please note that these figures are related to established positions and do not account for casual members of staff*

When a leaver is entered onto iTrent one of a standard list of reasons for leaving is selected. The possible reasons for leaving are:

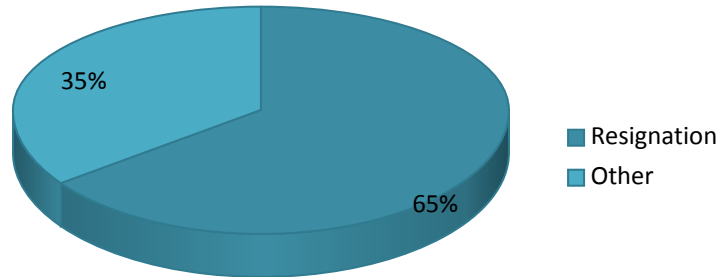
Deceased
Died in Service
Dismissal
End of Casual Contract
End of Fixed Term Contract
Lack of capability
Misconduct

Redundancy
Resignation
Resignation – Ill Health
Resignation – Personal
Retirement
Retirement – Business
Efficiency

Retirement – Early
Retirement – Flexible
Retirement – Ill Health
Retirement – Redundancy
Transfer – Reorganisation

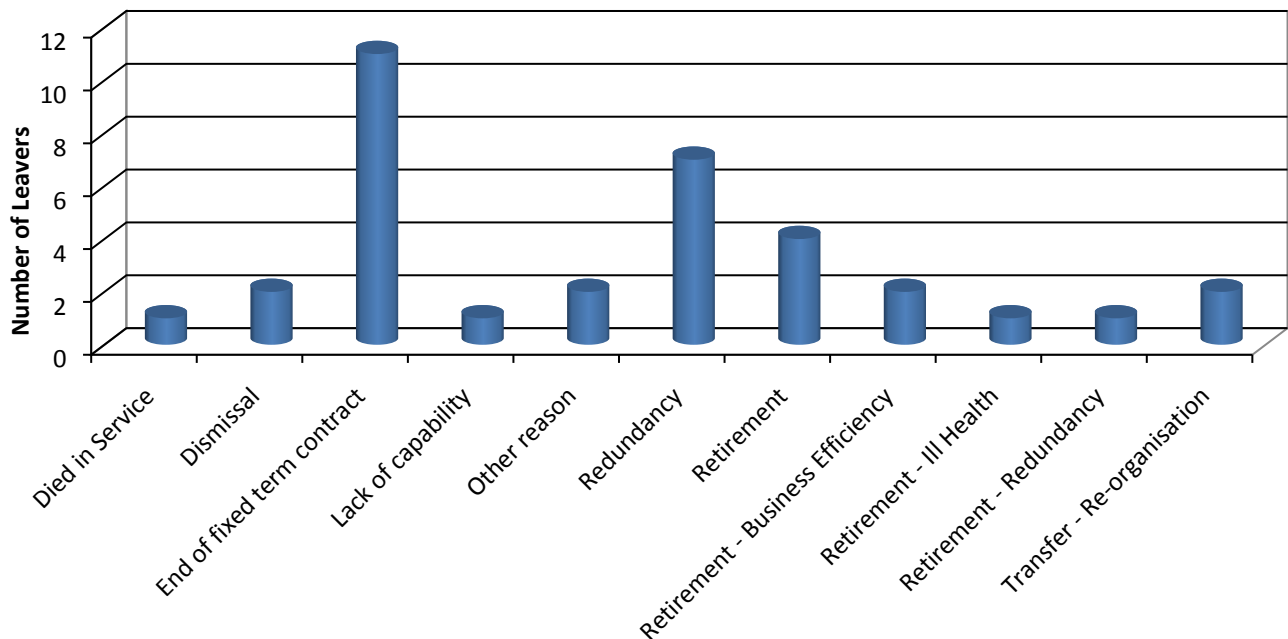
At Waverley Borough Council in 2017/18, 63 of the 97 leavers (65%) resigned their positions.

Reason for Leaving



The remaining 34 people left their positions for a variety of reasons, the most common being End of Fixed Term Contract. The chart below shows the number of people leaving for each reason.

Reason for Leaving 2017/18 (excluding resignations)



Assessing the pay grades of staff leaving the Council can help identify whether there are particular skills and expertise of senior staff being lost, or whether turnover is higher in lower paid positions. The numbers of staff who have left Waverley are shown below by pay grade. The chart shows that the highest number of leavers comes from the mid-grades, specifically Grade 7 and 9.

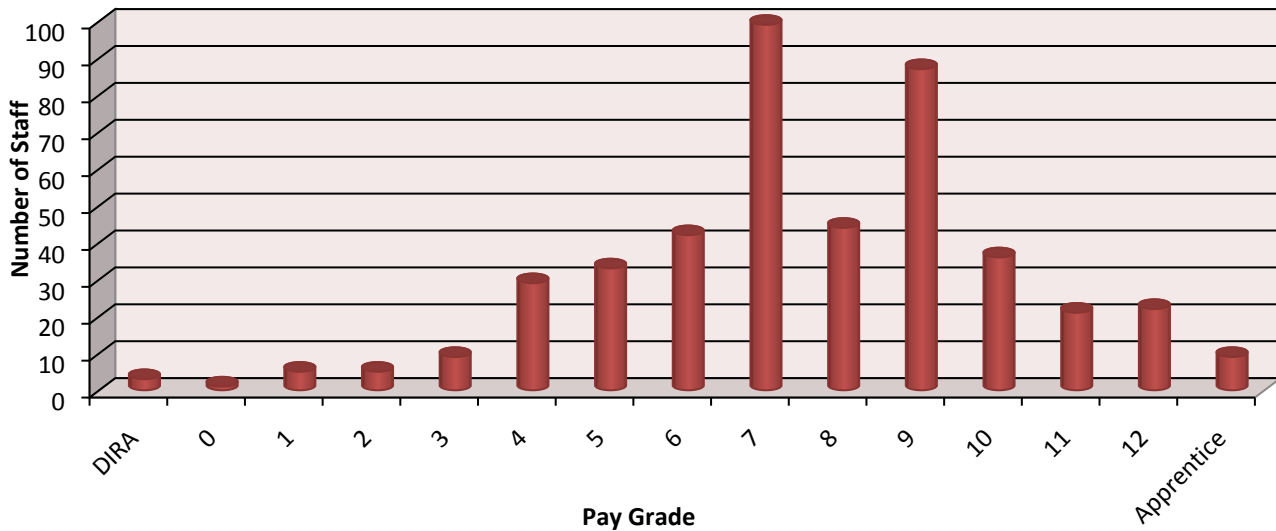
Leavers from Planning Grades PLN03 – PLN07 are included in Grade 3 - 7

Number of Leavers by Grade in 2017-18



Comparing the number of leavers within each pay grade to the total number of staff within the pay grade shows whether there are any grades which are losing a disproportionate number of staff. The general trends of the charts are similar, with low levels of staff in the highest and lowest pay grades, increasing in the mid-pay grades. However, in pay grades 10, 11 and 12 the proportion of leavers is a lot higher than the proportion of total staff.

Waverley Staff by Grade (1st April 2017)



Leavers can also be broken down by Service Area, and by pay grade within each Service to show any patterns and trends. It will be particularly interesting to assess whether when there is

a loss of staff from key, senior positions within a Service whether this increases overall turnover within the Service Area.

Turnover by Service Area

For consistency, Total Turnover has been calculated using the same method as previous reports presented to the Overview and Scrutiny Committee, by adding percentage turnover rates for each of the 4 quarters in the reporting year.

Average Turnover is given as the mean average of the percentage turnover for all quarters in the reporting year.

Resignation Turnover is the sum of percentage turnover for all quarters in the reporting year (using the same calculation as Total Turnover).

Total Number of Staff (Ave) is calculated using the mean average of number of employees recorded on the 1st and last day of each month within the reporting year.

Community Services

Total Number of Staff 2017/18 (Ave): **56.67**

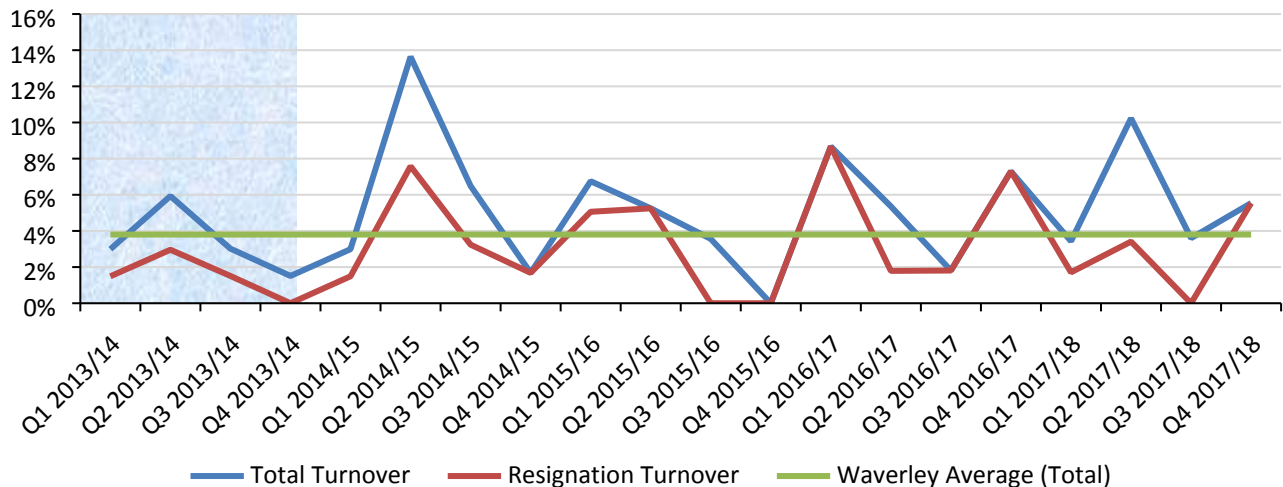
Total Turnover 2017/18: **22.80%**

Average Turnover per quarter 2017/18: **5.70%**

Total Resignation Turnover: **10.66%**

Staff Turnover – 5 year trend analysis

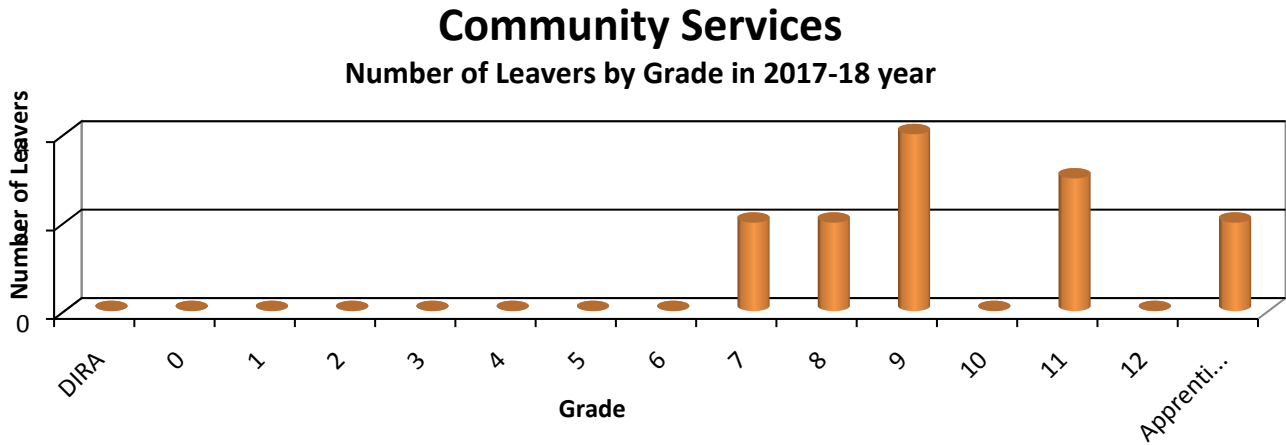
Community Services



A total of 13 people left the Community Services area between 1st April 2017 and 31st March 2018. 3 of these were due to End of Fixed Term contract, there were 6 resignations, and 2

retirements. Of the 6 people who resigned from this service area 3 had less than 2 years' service at the time of leaving.

The Countryside team annually recruit seasonal rangers on fixed term contracts. This therefore increases the number of employees leaving the team when these contracts end. The impact of this can be seen on the above graph in Q2 13/14, Q2 14/15, Q2 15/16, Q2 16/17 and Q2 17/18.



In 2017/18 all leavers within this service area were between pay grade 7 and Apprentice, this is reflective of the fact that approximately 80% of officers within this service area are in pay grade 7 or below.

Recruitment 12 month Rolling Review

Q2 2017/18 > Q1 2018/19

Community Services Recruitment Information	
Posts Advertised	15
Currently awaiting recruitment outcome	4
Appointed on 1st advertisement	10
Appointed on 2nd advertisement	1 (Tutor - Work Based Learning)

Recruitment information listed above relates to Established, Fixed Term and Temporary positions of 6 months minimum contract length (it does not include Casual positions).

Customer and Corporate Services

Total Number of Staff 2017/18 (Ave): 62.67

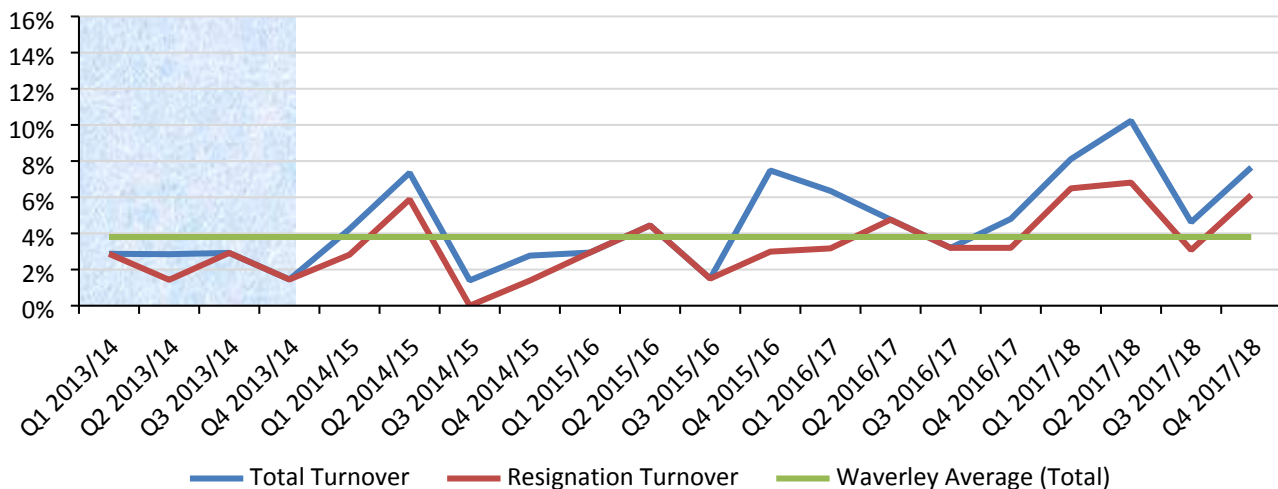
Total Turnover 2017/18: **30.61%**

Average Turnover per quarter 2017/18: **7.65%**

Total Resignation Turnover: **22.50%**

Staff Turnover – 5 year trend analysis

Customer and Corporate Services



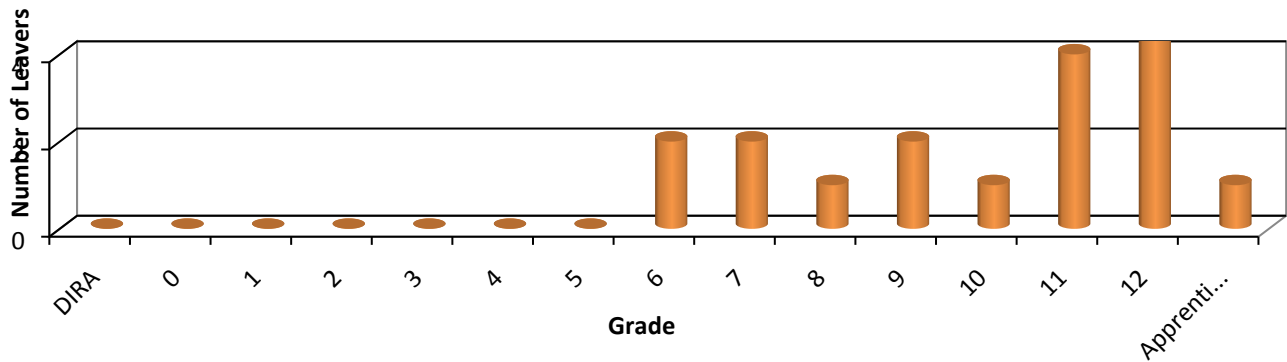
A total of 19 people left the Customer and Corporate Services area in 2017/18; nearly 75% (14) of these leavers were resignations.

Turnover within this service area has increased in 2017/18 and is consistently above the Waverley average. All leavers were between pay grade 6 and Apprentice with the highest number of leavers being grade 11 and 12 (10 people in total, including 6 resignations, one retirement and 3 for reason of dismissal, redundancy or other). Overall, within this service area, 87% of employees fall between pay band 6 and apprentice, with 41% of employees work in grade 11-12 roles.

36% of leavers within this area were in Office Cleaner roles, although only 11% of roles in this service area are cleaning roles. This percentage of leavers is disproportionate to the number of staff within the Service area and also a much higher turnover in the department (33%) than the Waverley average, however, generally turnover rates amongst cleaning staff are traditionally higher than in other sectors, with some online sourcing reporting turnover rates in cleaning companies as around 75%.

Customer & Corporate Services

Number of Leavers by Grade in 2017-18 year



Exit Interviews have been devised in order to gather information relating to reasons for leaving, and feedback on targets, and training. The information gathered so far for this service area is not sufficient as to give a thorough indication of any problem areas as only 4 questionnaires have been completed with varying results.

Recruitment 12 month Rolling Review

Q2 2017/18 > Q1 2018/19

Customer & Corporate Services Recruitment Information	
Posts Advertised	17
Currently awaiting recruitment outcome	3
Appointed on 1 st advertisement	14

Recruitment information listed above relates to Established, Fixed Term and Temporary positions of 6 months minimum contract length (it does not include Casual positions).

Environmental Services

Total Number of Staff 2017/18 Ave): 38.42

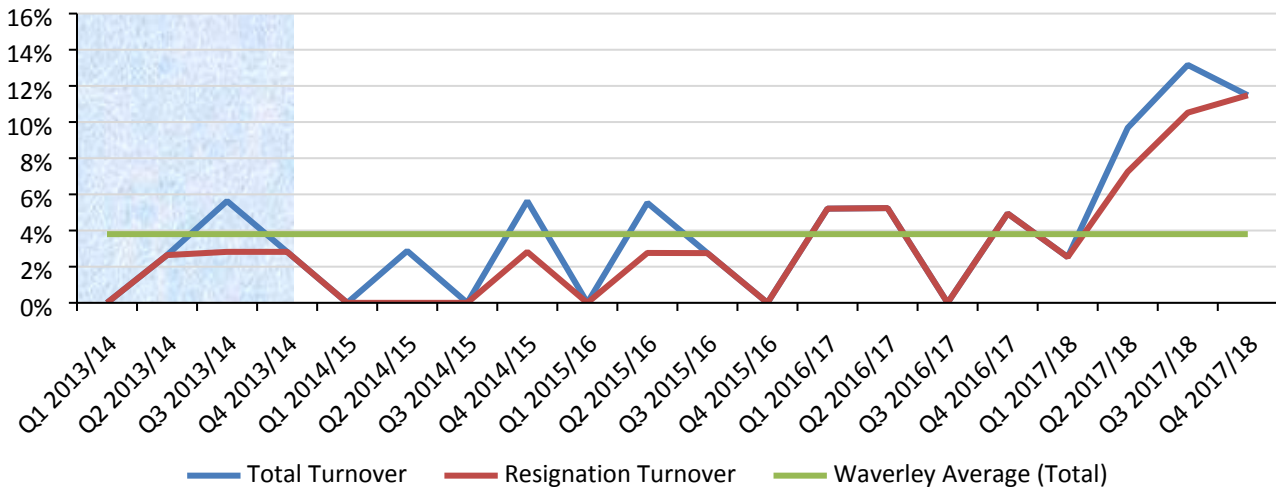
Total Turnover 2017/18: **36.85%**

Average Turnover per quarter 2017/18: **9.21%**

Total Resignation Turnover: **31.78%**

Staff Turnover – 5 year trend analysis

Environmental Services



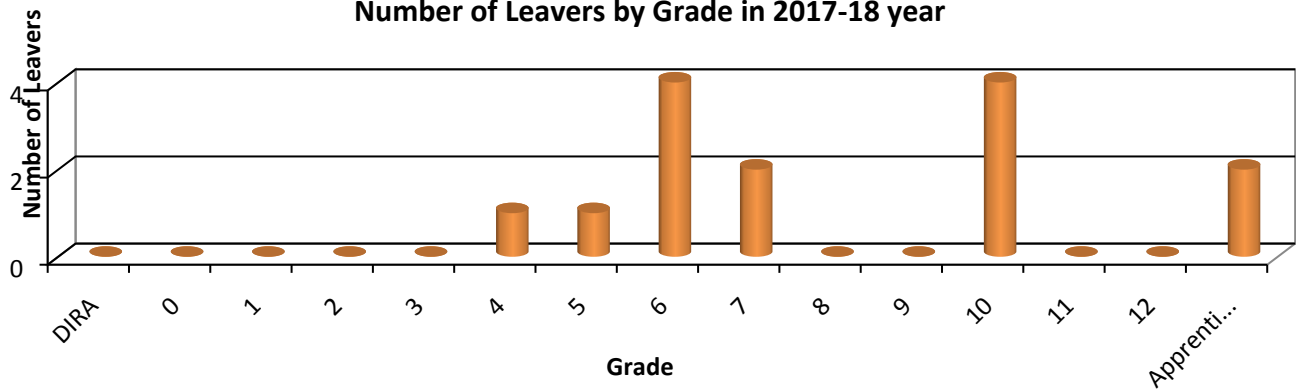
2017/18 has seen an increase in staff turnover within Environmental Services at Waverley Borough Council. 12 people resigned from their roles within this service area, 7 of these had been in their roles with Waverley for less than 2 years.

In 2017/18 the leavers within this service area were between pay grade 4 and Apprentice. The highest level of turnover was in grade 6 and 10 roles, the leavers in this service area were all due to resignation (with the exception of 2 End of Fixed Term contracts at pay grade 10 and Apprentice).

The exit interview feedback gathered in the latter half of 2017/18 year shows that 2 out of 4 leavers within this service area stated their reason for leaving as “Better Career Opportunity”. It is not possible to say with the limited data available whether this is a contributing factor to high turnover rates within this area, however, we can continue to monitor this over time.

Environmental Services

Number of Leavers by Grade in 2017-18 year



Recruitment 12 month Rolling Review

Q2 2017/18 > Q1 2018/19

Environmental Services Recruitment Information	
Posts Advertised	10
Currently awaiting recruitment outcome	1
Appointed on 1st advertisement	8
Appointed on 2nd advertisement	0
Appointed on 3rd advertisement	1 (Deputy Environmental Health Manager)

Recruitment information listed above relates to Established, Fixed Term and Temporary positions of 6 months minimum contract length (it does not include Casual positions).

The role of Deputy Environmental Health Manager was hardest to recruit to during this period. The previous incumbent in this role was the most senior leaver within this Service Area (at Grade 4) and had only been in post for 13 months at the time of leaving.

Finance

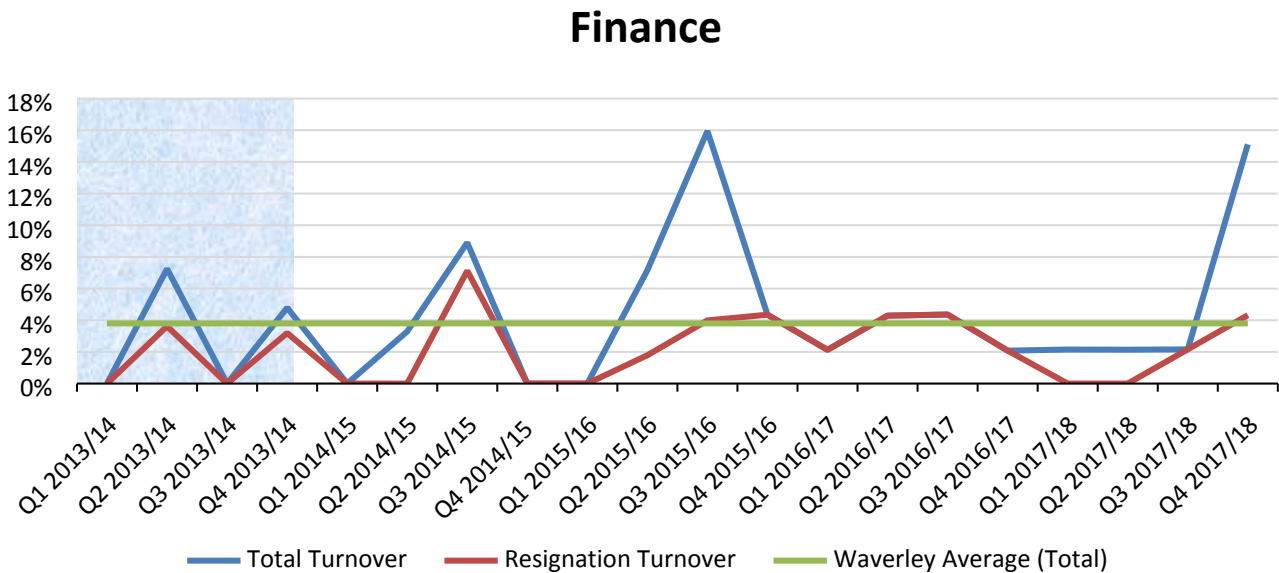
Total Number of Staff 2017/18 (Ave): 46.83

Total Turnover 2017/18: **21.56%**

Average Turnover per quarter 2017/18: **5.39%**

Total Resignation Turnover: **6.48%**

Staff Turnover – 5 year trend analysis

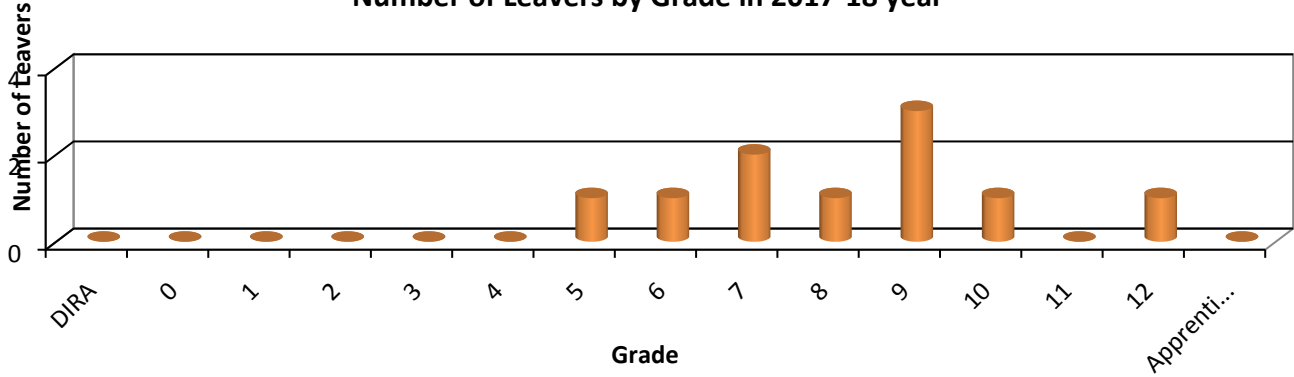


In 2017/18 the leavers within this service area were between pay grade 5 and 12. Half of the leavers within this service area were due to redundancy. The red line on the graph above shows that voluntary turnover each quarter was inline with or below the Waverley average.

Only 3 of the 10 leavers resigned from their roles, all 3 of the people who resigned from this service area had worked for the council for less than 3 years, their pay grades were 8, 9 and 10.

Finance

Number of Leavers by Grade in 2017-18 year



Recruitment 12 month Rolling Review

Q2 2017/18 > Q1 2018/19

Finance Recruitment Information	
Posts Advertised	11
Currently awaiting recruitment outcome	1
Appointed on 1 st advertisement	4
Appointed on 2 nd advertisement	1
No appointment made	5 (Senior Accountant) (Revenues Assistant x2) (Benefit Assessment Officer) (Subsidy and Reconciliation Officer)

Recruitment information listed above relates to Established, Fixed Term and Temporary positions of 6 months minimum contract length (it does not include Casual positions).

Housing Operations

Total Number of Staff 2017/18 (Ave): 75.71

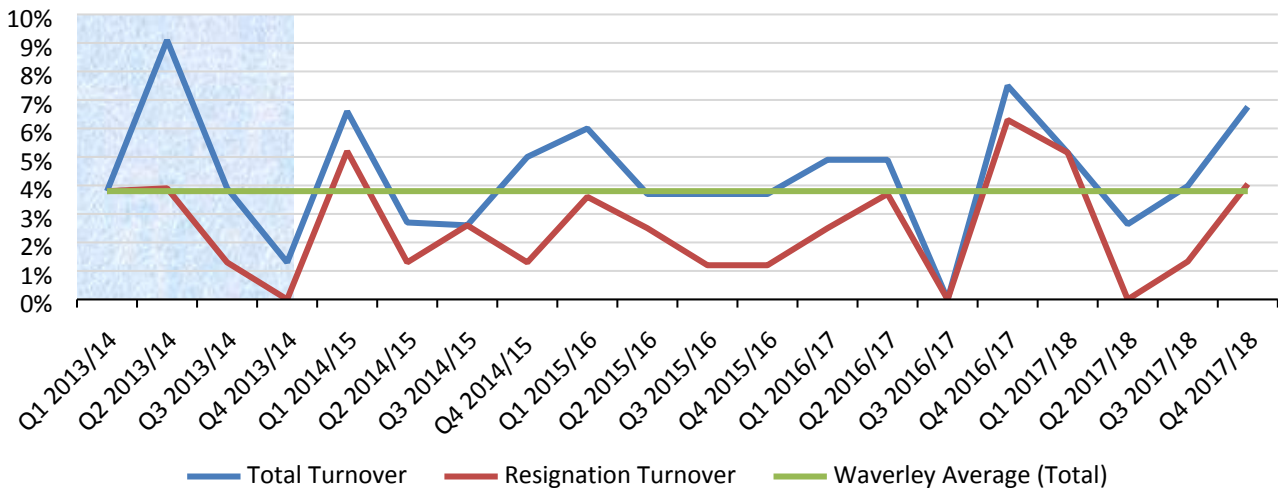
Total Turnover 2017/18: **18.53%**

Average Turnover per quarter 2017/18: **4.63%**

Total Resignation Turnover: **10.53%**

Staff Turnover – 5 year trend analysis

Housing Operations



In 2017/18 the leavers within this service area were between pay grade 2 and 12. This service area has the widest range of leavers by pay grade. Although the highest number of leavers within this service area were pay grade 7, which is a mid-range grade.

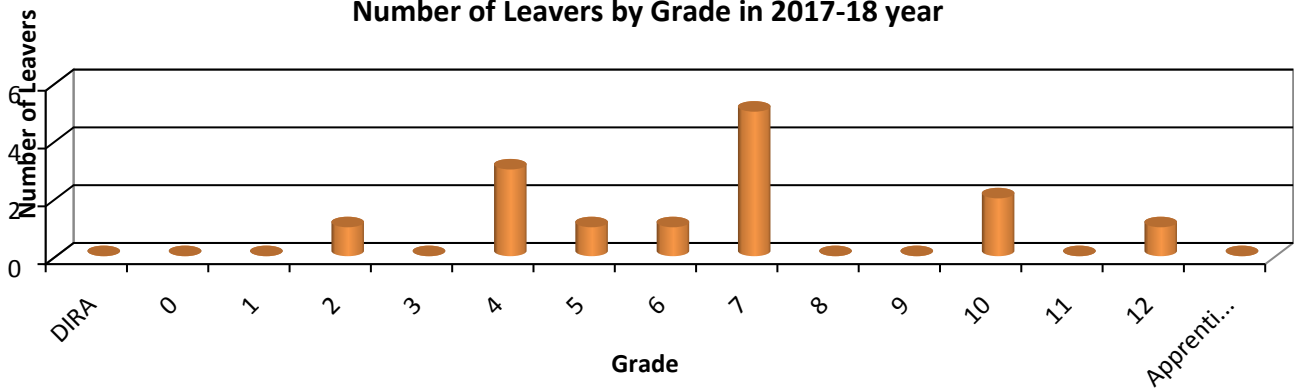
Two of the highest grade members of staff in grade 2 and 4 left due to redundancy. The member of staff in the lowest pay grade (12) retired from Waverley after 23 years' service.

The shortest servicing member of staff in Housing Operations resigned from a grade 7 role with 6 months' service.

Exit Interview data gathered at this point is not sufficient to suggest any patterns or trends within this service area.

Housing Operations

Number of Leavers by Grade in 2017-18 year



Recruitment 12 month Rolling Review

Q2 2017/18 > Q1 2018/19

Housing Operations Recruitment Information	
Posts Advertised	20
Currently awaiting recruitment outcome	1
Appointed on 1 st advertisement	11
Appointed on 2 nd advertisement	1
Appointed on subsequent advertisement	1 (Gas and Electrical Officer – 5 th time advertised)
No appointment made	5 (Rent Accounts Officer) (Compliance Manager) (Clerk of Works) (Tenancy and Estates Officer) (Family Support Team Coordinator)

Recruitment information listed above relates to Established, Fixed Term and Temporary positions of 6 months minimum contract length (it does not include Casual positions).

Housing Strategy and Delivery

Total Number of Staff 2017/18 (Ave): 32.96

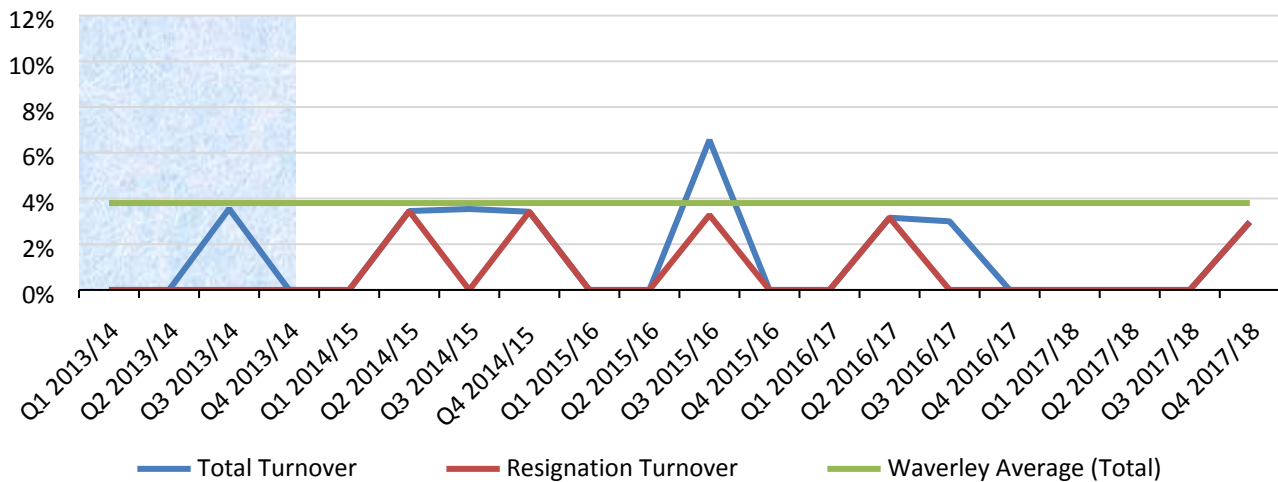
Total Turnover 2017/18: **2.97%**

Average Turnover per quarter 2017/18: **0.74%**

Total Resignation Turnover: **2.97%**

Staff Turnover – 5 year trend analysis

Housing Strategy and Delivery



Turnover within the Housing Strategy and Delivery Service area has remained very low in 2017/18, with only one leaver during the year, in Q4.

Planning

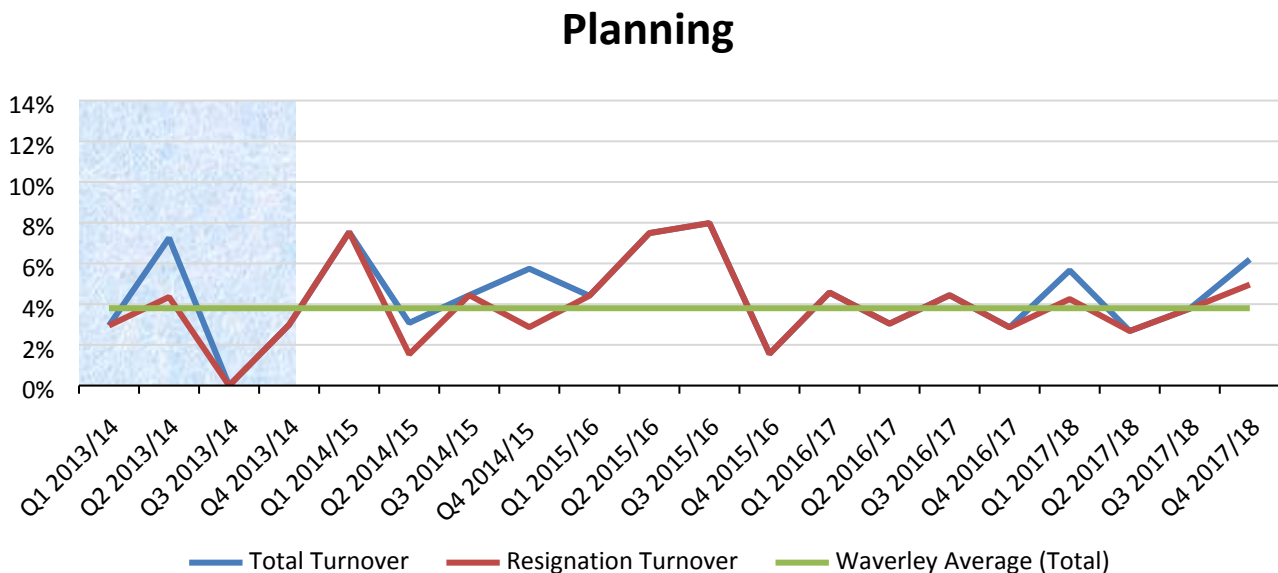
Total Number of Staff 2017/18 (Ave): 76.25

Total Turnover 2017/18: **18.32%**

Average Turnover per quarter 2017/18: **4.58%**

Total Resignation Turnover: **15.67%**

Staff Turnover – 5 year trend analysis

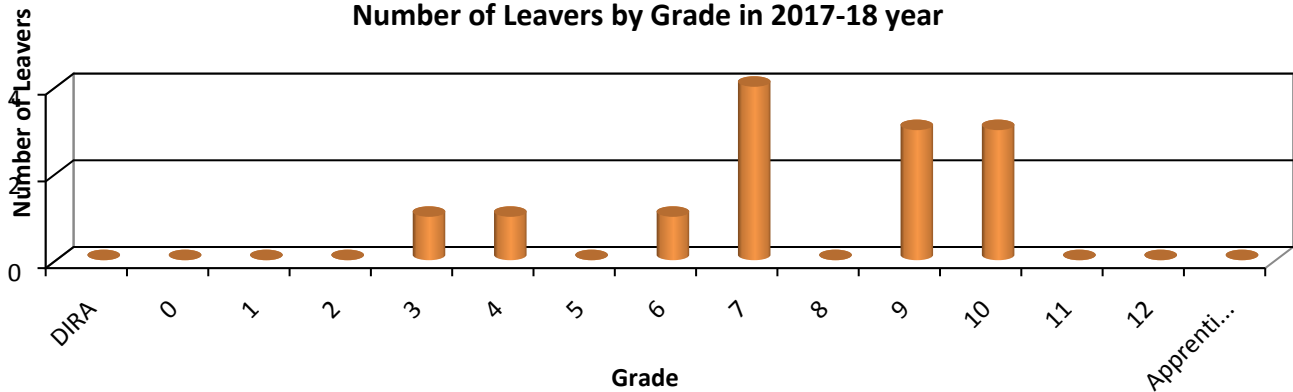


In 2017/18, 86% of turnover within the planning department was due to resignation. Nearly 70% of respondents to the exit interview survey within the planning service area stated the reason for leaving Waverley as being either “Pay” or “Better Career Opportunity” with 67% indicating that “Cost of Living in the area” or “Commute” influenced their decision to leave the council.

In 2017/18 the leavers within this service area were between pay grade 3 and 10 with the highest turnover being in pay grade 7 positions.

Planning

Number of Leavers by Grade in 2017-18 year



Recruitment 12 month Rolling Review

Q2 2017/18 > Q1 2018/19

Planning Recruitment Information	
Posts Advertised	30
Currently awaiting recruitment outcome	7
Appointed on 1 st advertisement	14
Appointed on 2 nd advertisement	2
Appointed on subsequent advertisement	2 (Planning Technician Temp x2, 3 rd time advertised)
No appointment made	5 (Senior Planning Officer) (Principal Planning Officer) (Development Manager – Planning Service) (Community Infrastructure Levy Officer) (Building Control Surveyor)

Recruitment information listed above relates to Established, Fixed Term and Temporary positions of 6 months minimum contract length (it does not include Casual positions).

The 2016/17 report listed a range of approaches which would be used to address the challenges faced in recruitment and retention within this service area. These included:

- Overt support for career development
- Internal promotions
- Golden Hello payments
- Review of Adverts and Recruitment literature
- Flexible working

Learning and Development have worked with Planning over the past few years to build on a “Grow your Own” approach to recruitment and development, an additional training budget was implemented 2 years ago to help achieve this. The council is currently funding 3 staff within Planning to complete MA’s in their field, and the Service Improvement Plan incorporates a training element. In 2018 5 staff will be taking part in a Management Development training

programme which they will attend together to strengthen their management skills as well as their team work. Another key improvement for staff within Planning has been the purchase of Planning Resource which is an online tool providing planners with access to up to date information and discussion forums which can be used to help increase knowledge and build networks. The focus on development within the service area will continue to be reviewed over time.

5 of the 14 applicants appointed on first advertisement of a role within Planning Services were internal candidates.

2 of the 3 Golden Hello payments which have been made within the 2017/18 year were paid to employees within Planning.

In order to improve application rates Waverley has trialled accepting CVs only (without application forms) for vacancies which are hard to fill, to encourage additional applications the number of criteria on application forms has also been reduced for roles within planning to make the forms easier to complete.

Flexible Working was an area which the planning department committed to improving. Between 1st Jan 2017 and May 2018 there have been 6 flexible working requests within the planning department which have been approved. This compares favourably to the 1 request which was approved in the 2 years previous to this. A report by the CIPD and Kingston University in 2006 found that 'workers on flexible contracts tend to be more emotionally engaged, more satisfied with their work, more likely to speak positively about their organisation and less likely to quit'

The report also commented that the adoption of the Local Plan by the end of 2017 was anticipated to have a positive impact upon recruitment and retention of planning staff. The Local Plan Part 1 was approved on 20 February 2018 and so is not yet possible to see whether this has affected recruitment and retention within the service area.

Policy and Governance Services

Total Number of Staff 2017/18 (Ave): 38.75

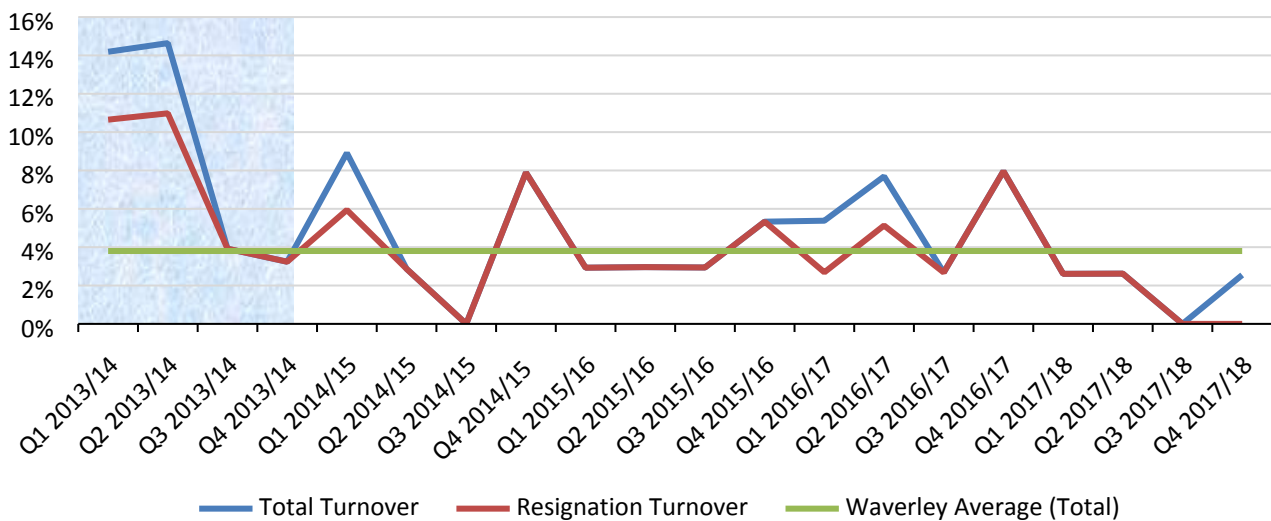
Total Turnover 2017/18: **10.17%**

Average Turnover per quarter 2017/18: **2.54%**

Resignation Turnover: **7.70%**

Staff Turnover – 5 year trend analysis

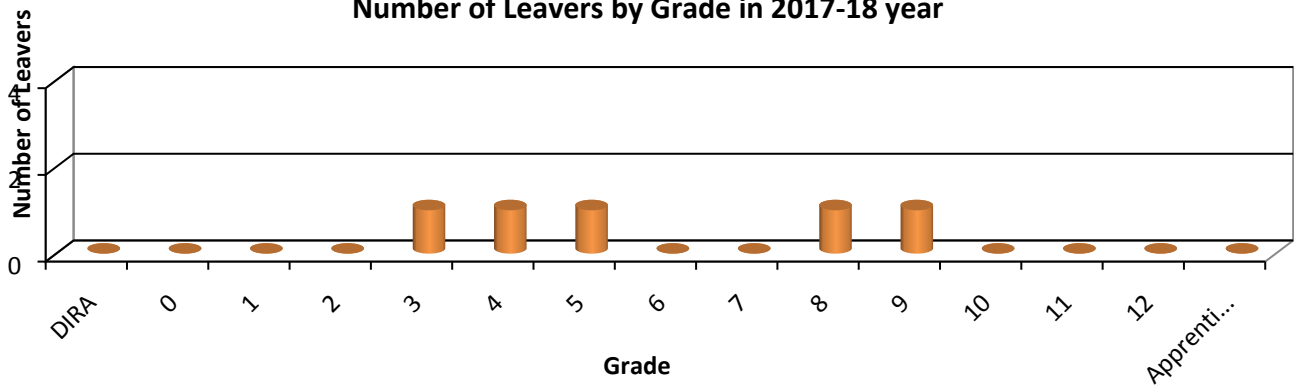
Policy and Governance



There were only 4 leavers in Policy and Governance service area in 2017/18. These leavers came from pay grades 3 to 9. Three leavers were resignations, 1 was a dismissal due to capability.

Policy and Governance

Number of Leavers by Grade in 2017-18 year



General Comments

The Services where turnover is consistently above the average for the Council are:

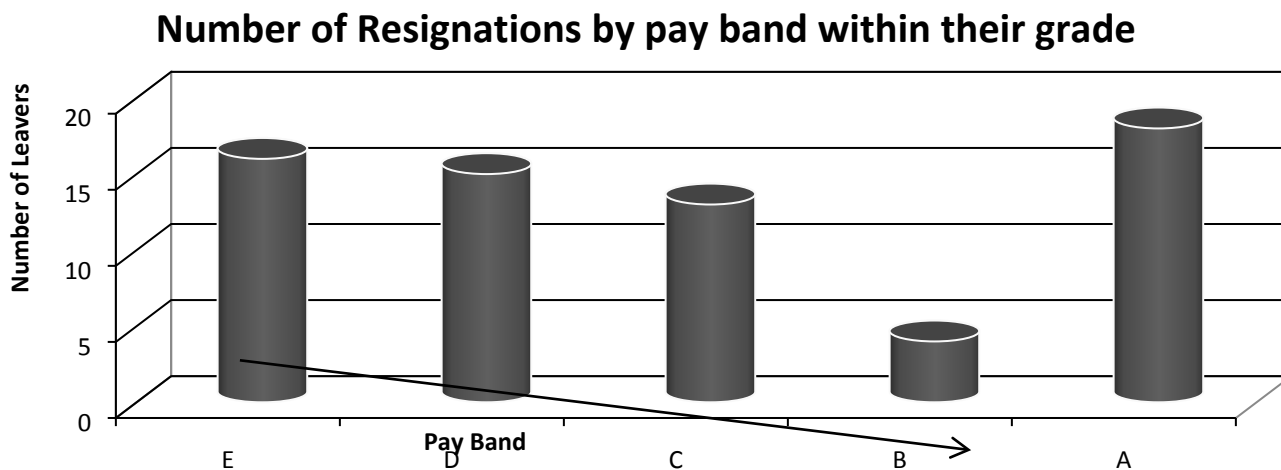
- Customer and Corporate Services
- Community Services
- Environmental Services
- Planning

Exit Interviews have been devised by Employee Services to allow Waverley the opportunity to record further information on reasons for leaving. These have only been implemented for a part of the year and so do not give a full reflection yet. However it is worth noting that 9 of the 13 people who responded to the questionnaire from the planning department listed their reason for leaving as either “Pay” or “Better Career Opportunity”.

Recording exit interview information through iTrent rather than using paper forms would allow us to cross reference reasons for leaving with other data markers such as pay grade, length of service, as well as sensitive information such as age, ethnicity, religion etc. It is recommended that exit interview data be gathered online through ESS or People Manager, or if paper forms are used that information is entered into iTrent to allow for more detailed analysis.

Possible Reasons for Leaving

Position within Pay Band



By looking at the position within the pay grade a person is on when they leave Waverley it is possible to consider whether a lack of opportunity to progress salary is a factor influencing turnover.

Waverley Borough Council’s policy is to recruit new starters into the bottom of their pay grade (Band E) the increment system allows staff to move up the pay grade through increments of one pay band per year (in April) until reaching band A at the top of the grade. In 2017/18 there

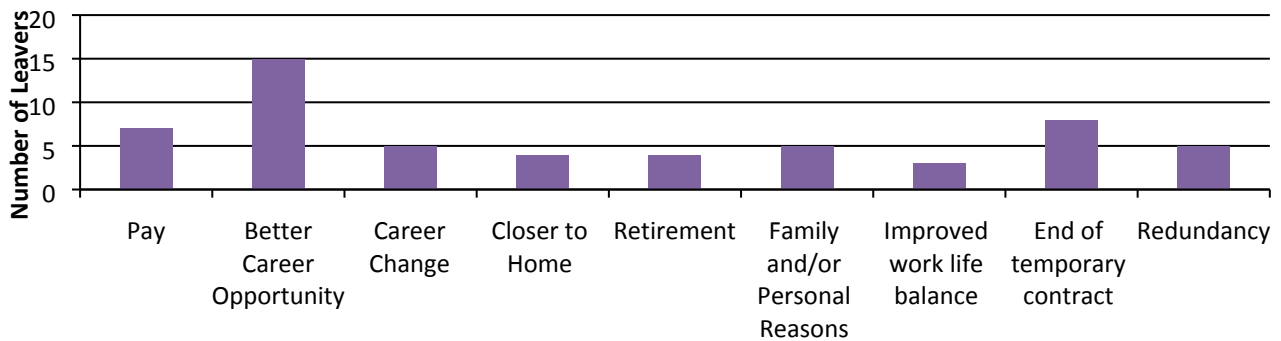
were more resignations within pay band A than any other pay band, it could be suggested that once a person reaches the top of their pay grade and has no further opportunity to progress their salary they see the only way to increase their pay is to leave Waverley.

It should be noted that there is only a small increase in number of leavers at the higher end of the pay band compared to the lower end of the pay band. The lowest number of leavers falls within pay band B; it could be considered that this is due to people wanting to reach the top of their pay band before looking for alternative employment elsewhere.

Better Career Opportunity

The chart below shows the reasons for leaving stated by staff leaving Waverley in 2017/18. 56 people responded to the question “Reason for Leaving” in the exit interview survey in 2017/18, the most common reason for leaving was given as “Better Career Opportunity” (15 out of 56) the second most common reason for voluntary turnover was given as “Pay” (7 out of 56 respondents)

Reasons for Leaving
As stated in Exit Interview Survey

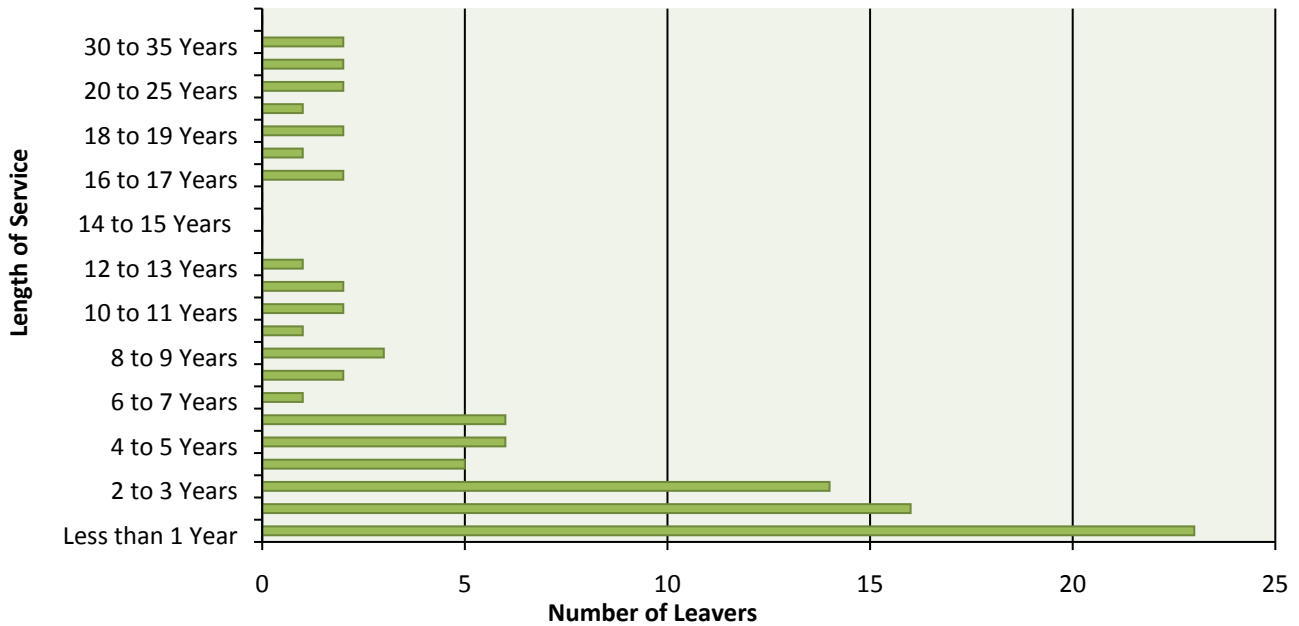


Length of Service

It is possible to consider Waverley’s turnover in terms of Length of Service to assess whether turnover is higher within groups of new starters or longer serving members of staff. The chart below shows the number of leavers for 2017/18 year by length of service.

Each bar is representative of 1 year service, with the exception of the last 4 bars which represent 5 years (20 to 25 years service, 25 to 30 years, 30 to 35 years and 35 to 40 years’ service)

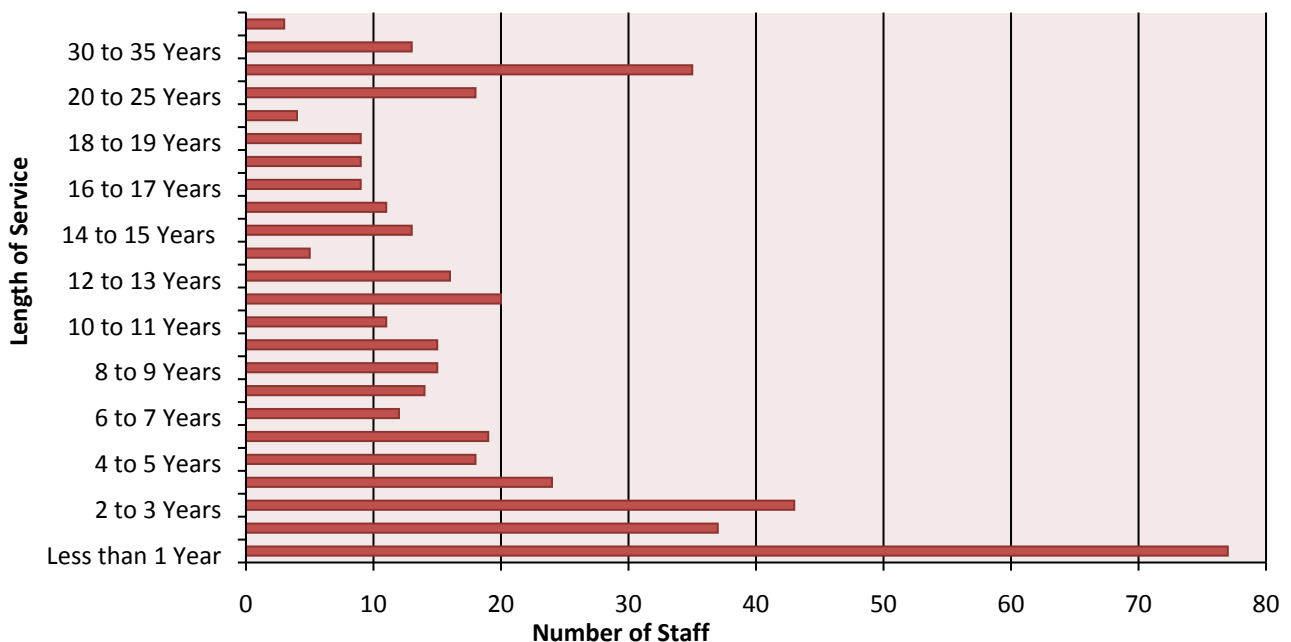
Leavers 2017/18



It is clear that the highest number of leavers in 2017/18 had less than 1 year service with Waverley Borough Council.

Assessing the length of service of the Waverley staff population should give an indication of whether more leavers come from the group of employees with shortest length of service because there are more staff in this category than others. The point at which these figures are assessed is half way through the 2017/18 year, at the end of Q2.

Waverley Staff as at end Q2 2017/18



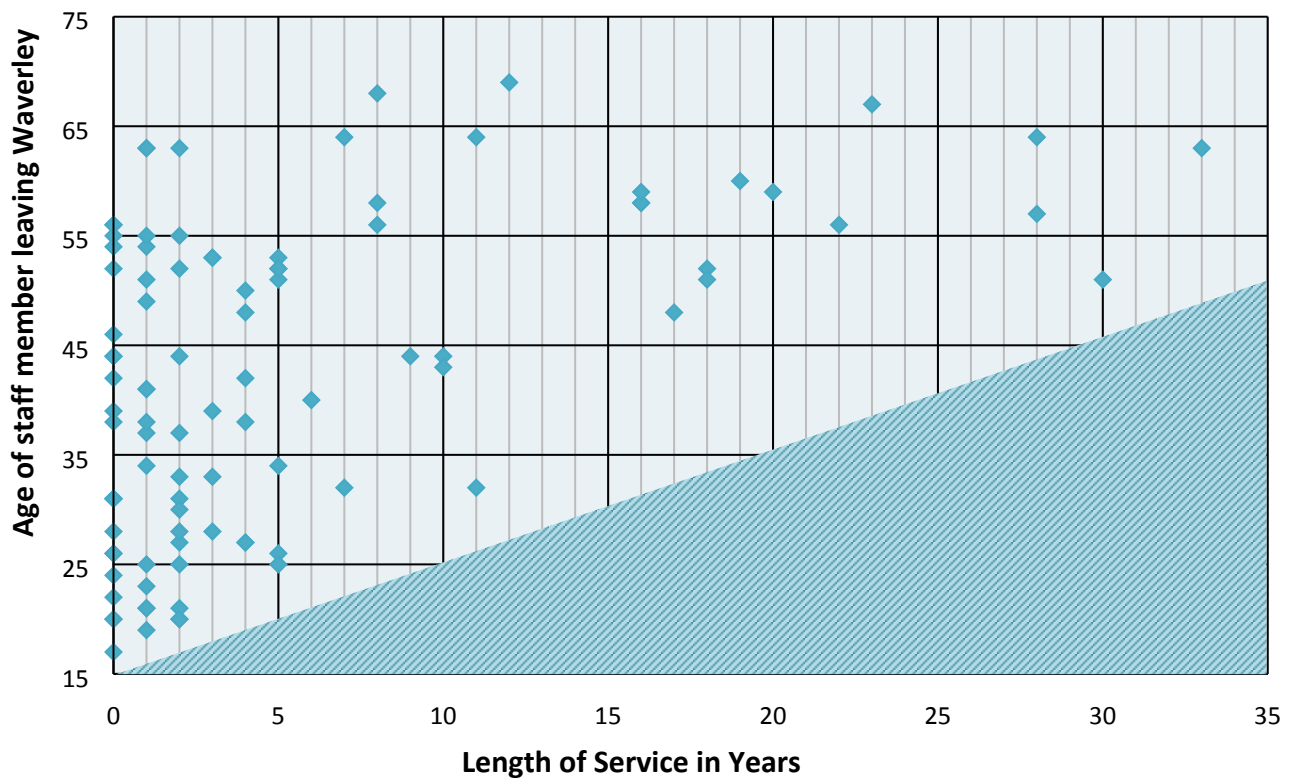
There is a clear demonstration that Waverley Borough Council has more staff with short levels of service than longer service. However, overall at Waverley 35% of employees have less than 3 years' service, yet 56% of leavers fall into the category of having less than 3 years' service.

This shows that a disproportionate number of staff leave within their first 3 years with Waverley.

Age of Leavers

The age of staff leaving Waverley can also be considered to look for patterns and trends.

Age of Leavers in 2017/18 in relation to length of service



The above chart shows the age of people leaving Waverley Borough Council in relation to length of service. The youngest age it is possible to start an apprenticeship is 16, therefore the youngest age it is possible to reach 1 years' service is 17, and the youngest possible age to reach 35 years' service is 51, this area has been blanked off the chart.

There does not appear to be any correlation between ages of staff leaving Waverley Borough Council with a short length of service. When looking at people who left Waverley with less than 5 years' service, roughly the same numbers of people (17) were in the age bracket 25-35 as in the age bracket 45-55 (16).

The age of leavers has also been assessed at individual Service level, and no patterns or trends have been identified which link age of employee to leavers within any department.

Age of current staff at Waverley in relation to Service

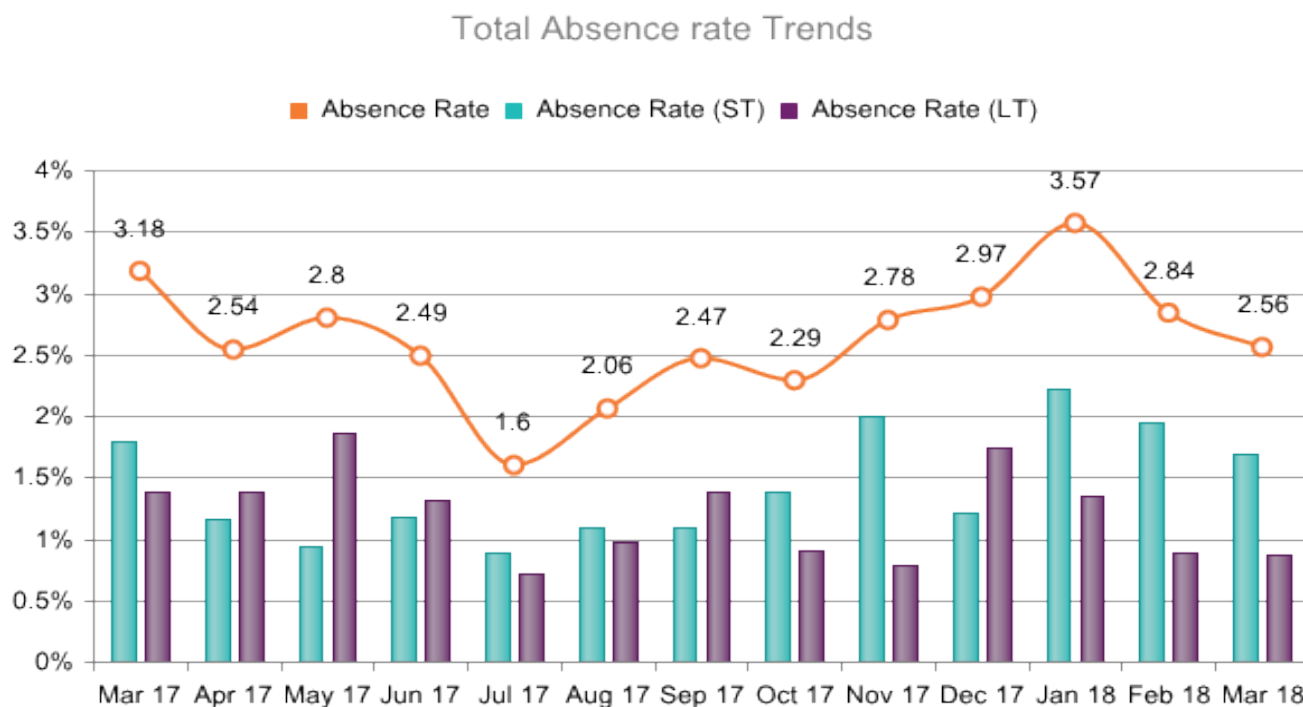


The chart above shows the distribution of the current Waverley staff (at 1st April 2018) based upon age and length of service. The points closest to the greyed out area show staff who have been with Waverley for the longest time possible given their age.

This age analysis shows there is even age distribution throughout Waverley of staff and the conclusions which can be drawn from the analysis of age of leavers suggest that age is not a factor in determining who joins or leaves Waverley Borough Council.

Annexe 2 - Staff Sickness

Data provided by First Care:

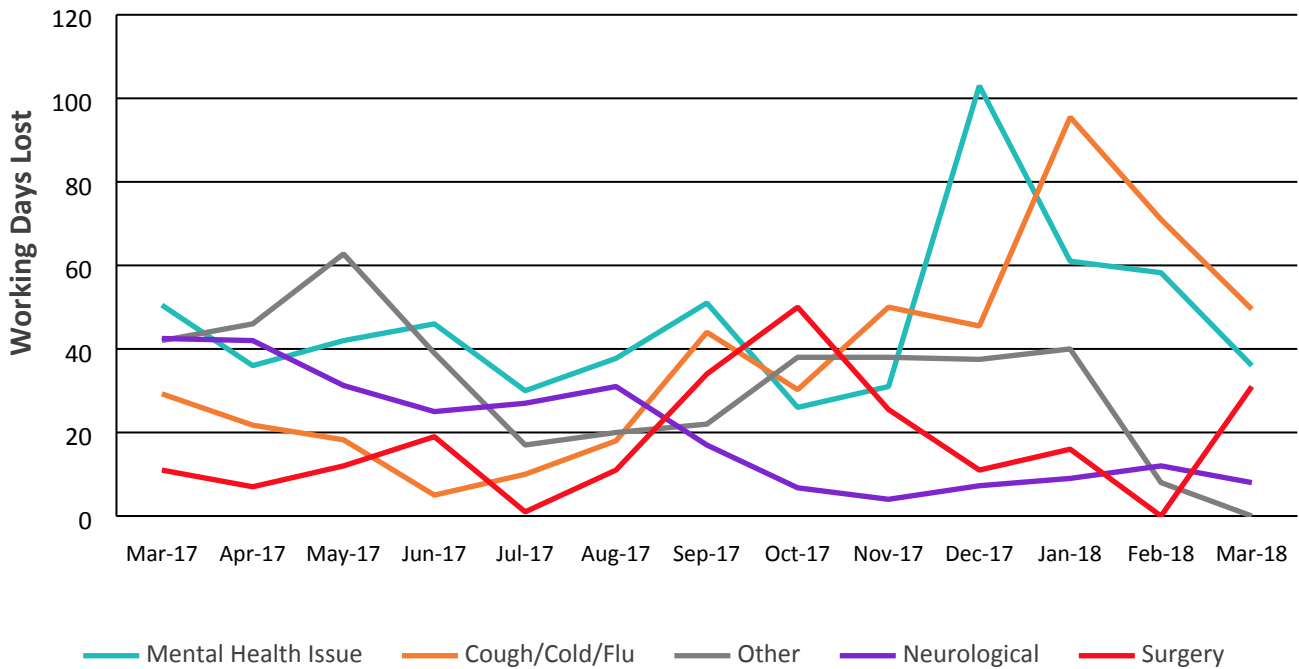


The Absence rate for Waverley in 2017/18 was 2.58%. The chart above shows the total Absence rate for the council each month and the breakdown of Short Term and Long Term absence rates. There was a peak in Short Term absence in January this year, the chart below breaks this down to show that this peak was due to an increase in the number of cases of “Cough/Cold/Flu”. This increase is inline with other organisation - First Care reported a 50% increase in “Cough/Cold/Flu” across their client base when comparing Jan 18 to Jan 17.

The number of days lost to sickness per employee at Waverley in 2017/18 is shown below in a comparison to other reported figures.

Indicator	Days lost per employee (2018)
Waverley Borough Council	6
Reported by CIPD (all sectors)	6.6
Reported by CIPD (Public Sector)	8.5

Working Days Lost Trends



The primary absence driver over the last 12 months at Waverley was “Mental Health Issue”, accounting for 21% of all working days lost in 2017/18 (558 days). This is a 10% increase in days lost to this classification in comparison to the same period previously.

First Care have stated in their “Absence Management Barometer” report that Mental Health absence overall has increased by 18% since 2012, and the CIPD have shown in their Health and Wellbeing at Work Survey (2018) that 56% of organisations report Mental Ill Health as one of the top 3 causes of long term absence.



Long-term absence

The most common causes are:



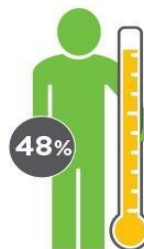
Mental ill health



Musculoskeletal injuries



Stress



Acute medical conditions



Work-/non-work-related injuries/accidents

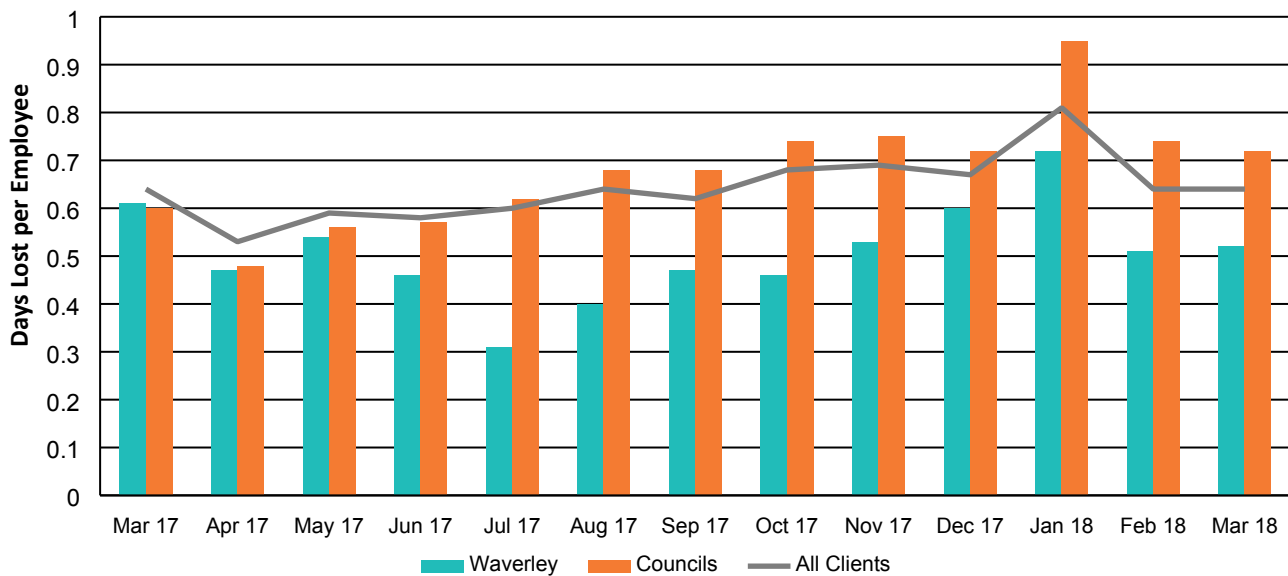
#wellbeingatwork

cipd.co.uk/healthandwellbeing2018

The total number of working days lost per employee across Waverley Borough Council over the 12 month period between March 2017 and March 2018 is 5.99 days. This compares favourably to other councils using First Care where 8.5 days were lost per employee.

Waverley is 30% lower than the FirstCare Council average and 22% below the FirstCare client base.

Days Lost per Employee



The Council's comprehensive Fit for Work Policy actively addresses sickness absence management. Waverley's approach is to balance maximising the attendance of staff through appropriate support and management action whilst maintaining our duty of care to our staff and recognising that there will be occasions when staff are unable to work due to sickness.