

Waverly Borough Council Turnover and Retention Report

Audit and Risk Committee – 17th June 2024

Year ending 31 March 2024

Turnover - Statistical Background

The rolling 12-month turnover ending 31 March 2024 was 15.37% a decrease from 15.75% in 22/23.

The rolling 12-month voluntary turnover (which includes resignations but not retirements) ending 31 March 2024 was 8.82% - a decrease from 12.25% in 22/23.

The average rolling 12-month turnover over the last 5 financial years is 15.58% and rolling 12-month voluntary (or resignation) turnover is 9.84%, with the average impacted by particularly low voluntary turnover (5.86%) during the covid pandemic (April 2020 – March 2021).

The average turnover ending 31 March 2024 across ten other local authorities within Surrey was 13.3%. It is difficult to make a direct comparison with this figure however because three of these authorities advised that this figure only includes voluntary turnover.

The latest turnover report from Brightmine Compensation Planning (formerly Cendex), part of Brightmine (previously XpertHR), based on figures between 1 January to 31 December 2023 and 390 organisations, found that across all organisations total turnover was 14.4%, and voluntary turnover was 11.7%.

Total turnover across public sector organisations was 13.55%, with voluntary turnover at 11% and across organisations with between 250 -999 employees, total turnover was 14.9% and voluntary turnover was 12.9%.

During the 23/24 financial year, there were 61 leavers. Of the 61 leavers, 35 (57%) were resignations, 15 (25%) were retirements and 2 (3%) were redundancies.

The highest proportion of resignations (29.5%) were from employees who had between 5- and 10-years' service. There were less resignations from employees with between 1- and 5-years' service in the 23/24 financial year. This decreased from 57.1% in 22/23 to 21.3% in 23/24.

Processes

Overview and Scrutiny Sub Group – Quarterly Reporting

A sub group of Overview and Scrutiny (Resources) Committee was set up in 2023/2024 to look at the data and type of statistics produced by the Human Resources team. The outcome of this group was a new quarterly statistics dashboard that will begin to be produced from the first quarter of 2024/2025. The revised dashboard will include:

- Sickness data expanded and broken down to cover each service area individually, with the top five highest areas highlighted and with additional explanatory comment included on reasons behind the figures and where appropriate action plan put into place to manage this developed with the Assistant Director for that area.
- Turnover data expanded and broken down to cover each service area individually, with the top five highest areas highlighted and with additional explanatory comment included on reasons behind the figures and where appropriate action plan put into place to manage this developed with the Assistant Director for that area.
- The inclusion of two new types of data to be monitored on a quarterly basis:
 - o Ratio of contract staff to employed staff per service area
 - o Recruitment time data from advert to offer

Leaver's Feedback Survey

All leavers are asked and sent a link in their leavers letters to complete the leaver's feedback survey. This is a short survey asking for information on the leaver's experience of working at Waverley and asking for details on their main reasons for leaving. This information is confidential and anonymised for reporting purposes.

Leavers also have the option to have a follow up leaver's interview with their manager or a senior member of the Human Resources Team. This information is also confidential , but helps inform any areas of concern.

Retention Work

The local government sector continues to face a number of challenge in regard to the recruitment and retention of staff. One particular challenge is the recruitment and retention of young people.

Over the last 12 months at Waverley we have put into place a number of initiatives to assist with the recruitment and retention of young people.

Young Employee's Network

This network meets on a regular basis throughout the year and is a forum for young people that are 29 and under that work at Waverley to discuss their working experience and what is important to them. It has been attended over the last year, by the HR Manager, Chief Executive and a Strategic Director and helps inform initiatives that help to retain and attract young people to work at Waverley and in the local authority sector. This group is going to be expanded in 2024/2025 to include a comparable group of Guildford Borough Council Staff. The group has had a focus on:

- Input into attendance at College and Careers Fairs
- Input into the use of social media for recruitment purposes
- Input into the arranging of interest groups and social activities at Waverley
- Inclusive language and communication to employees
- The working experience at Waverley Borough Council

From a broader perspective we are also looking at how we can engage with and inform the local community on opportunities for work within the local community.

Human Resources in the Community

Human Resources have recently begun a project with the Communications team called Human Resources in the Community, this is a project that looks to connect with a range of different community groups with the borough through a mix of physical and digital media to engage with the council through the Common Place platform and share information about career opportunities and roles within local authorities and specifically at Waverley Borough Council.

This project will also look for opportunities for employees from the Human Resources team to go out into the community and use their specialist knowledge to assist residents with help and support on applying for and preparing for job interviews.

Working with Service Areas

Where there are particular challenging areas such as in Planning Development in terms of recruitment and retention, the Human Resources team has undertaken a number of pieces of work to support that areas including:

- A planning salary benchmarking exercise in 2023/2024
- Offering of support for restructuring
- Support in a recruitment campaign to increase the number of employed staff in the area and reduce the number of contractors
- Offering of training and support to assist with workload and team resilience

Jon Formby
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6th June 2024