

Report No.

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: **General Purposes and Licensing Committee**

Date: **26 September 2012**

Decision Type: Non-Urgent Non-Executive Non-Key

Title: **ANALYSIS OF STAFF LEAVERS**

Contact Officer: Mathew Brooks, Human Resources Strategy Team Leader
Tel: 020 8313 4350 E-mail: mathew.brooks@bromley.gov.uk

Chief Officer: Charles Obazuaye, Asst Chief Executive HR

Ward: N/A

1. **Reason for report**

Following a Member request at the Executive and Resources PDS Committee on 14th June 2012 the report sets out the number of leavers in each year as a percentage of total, reason for leaving, destinations, etc.

2. **RECOMMENDATION(S)**

Members are asked to note and consider the content of the report.

Corporate Policy

1. Policy Status: N/A.
 2. BBB Priority: Excellent Council.
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Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A.
 3. Budget head/performance centre:
 4. Total current budget for this head: £
 5. Source of funding:
-

Staff

1. Number of staff (current and additional):
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: No statutory requirement or Government guidance.
 2. Call-in: Call-in is not applicable.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

- 3.1 Staff leaving the organisation have always been encouraged to have a discussion or meeting with their manager before their last day of service in order for the manager to explore the leaver's reasons and any other issues that may impact on the future performance of the service. During the 2006/07 financial year this process was formalised with the introduction of a more structured approach. A formal exit questionnaire (appendix 1) is sent to staff to monitor the reasons why they are leaving the Council. There was a slight change to the questionnaire in 2011 to include information on staff leaving the organisation for another local authority. In addition to this managers are still encouraged to meet staff (appendix 2) to carry out exit interviews to explore the leaver's reasons.
- 3.2 Completion of the exit questionnaire is not mandatory for leavers but a key part of the Council's Human Resources Strategy is to collate the leaver's data (appendix 3) in order to inform HR policies and best practise. Currently exit questionnaires are only sent to staff who leave the Council voluntarily so they are not sent to anyone made redundant unless they specifically request it. The current practice is being reviewed because of the number of redundant staff in recent years as a result of the unprecedented on going budget pressures.
- 3.3 The Council also has a "No Quits" policy which encourages early intervention by both managers and HR if a strong performing member of staff intends to leave the Council. The "No Quits" policy is there to explore what could be done at the earliest possible stage to stop the person from leaving with an emphasis on acting fast in order to get a satisfactory resolution for both the staff member and manager. The policy is generally targeted at hard to recruit and retain staff e.g. Children's Social Workers.
- 3.4 A separate exit interview process is also in place for qualified Social Care staff in the Children's Social Care Division. All leavers are invited to attend an exit interview with HR colleagues in order to get a comprehensive list of their reasons for leaving, any issues within the team and to seek their opinion on the Retention Strategy. These posts have historically been hard to recruit due to an extremely competitive market place fuelled by a shortage of experienced qualified Social Workers. The information from these exit interviews is fed directly to the Assistant Director with a view to continuously monitoring and improving the service.

3.5 Summary of Data

- i. A full summary of the exit questionnaire data is shown in Appendix 3, below summarises the key points.

Number of leavers, exit form return and staff turnover rates

- ii. As completion of the exit questionnaire is non-mandatory the return rate is low. The questionnaire was introduced during 2006/07 therefore the returns for this year are particularly low at 4.89 % as not all leavers were sent the form. The return rate for the following years are; 2007/08 – 34.94%, 2008/09 – 25.08%. 2009/10 – 21.65%, 2010/11 – 25.77% and 2011/12 – 21.61%.

iii. The chart below shows the turnover rates at national and sector levels.

	2012	2011	2010	2009	2008	2007
Bromley turnover	15.17%	14.74%	10.50%	11.82%	12.14%	11.23%
*National turnover	12.70%	12.50%	13.50%	15.70%	17.30%	18.10%
*Private sector turnover	16.1%	13.8%	14.6%	16.8%		
*Public sector turnover	10.1%	8.5%	8.6%	12.6%		
*Voluntary, community, not-for-profit Sector turnover	13.0%	13.1%	15.9%	16.4%		

Source – The Chartered Institute of Personnel and Development (Resourcing & Talent Planning annual survey report 2012)

iv. The staff turnover rate for Bromley Council has increased in the last two years due to staff reductions/reorganisations. The national median average turnover for 2011/12 is 12.7% compared to 15.17% in the Council.

Reasons for Leaving:

v. The top five reasons for leaving are: 1. Retirement, 2. Career advancement, 3. Better pay and conditions, 4. Change of career directions and 5. Travel to work too long. Retirement scored as the highest reason which is consistent with the age profile of the workforce.

Satisfaction Rating:

vi. The questionnaire asks leavers to rate a variety of different elements about their job and the organisation as a whole. (These questions were added to the questionnaire during 2006/07 which is why there are no responses in 2006/07 and a high number who did not respond in 2007/08). The top three elements with the highest satisfaction ratings are: 1. Line manager, 2. Work life balance and 3. Training.

Destination data

vii. There is a large spread of leaver reasons across most of the categories, the top three reasons are: 1. Not Working (it is assumed that the majority of these leavers left to retire), 2. Left to join another Public Sector Organisation and 3. Left to join the Private Sector.

Recommendation ratings

viii. Staff are asked if they would rejoin the Council, rejoin their Department and whether they would recommend the Council to a friend. More staff were open to the idea of rejoining the Council than were not. More staff stated they would rejoin the Department than would not and more staff said they would recommend the Council to a friend than would not.

3.6 Summary

It is difficult to draw any definitive conclusions from the exit questionnaire data as the return rate is so low. It is important going forward to aim to improve the return rate of the exit questionnaires by better promoting of the scheme amongst managers and staff, updating some of the questions and re-emphasising that all information provided is treated as strictly confidential.

4. POLICY IMPLICATIONS

The Council's HR Strategy stresses the importance of exit interviews as part of our overall recruitment and retention strategy. It is also consistent with the Council's Building a Better Bromley (Excellent Council) priority.

5. FINANCIAL IMPLICATIONS

None arising from this report apart from the normal cost associated with replacing leavers and re-training new staff for posts that are still required in the organisation. This cost can be disproportionate for staff who depart the organisation within 12 months of joining the organisation.

6. LEGAL IMPLICATIONS

None specific to this report, however exit information is useful in preventing or defending the organisation from employment litigation cases.

7. PERSONNEL IMPLICATIONS

As stated elsewhere in the report, information gathered from leavers assists the organisation to update and review its employment processes and the associated HR policies and procedures.

Non-Applicable Sections:	
Background Documents: (Access via Contact Officer)	HR Strategy 2011- 2014