

## Labour Turnover

EEBC's turnover is 16.6% and remains above the UK average according to the most recent data available from the Chartered Institute for Personnel & Development (CIPD). In terms of Epsom & Ewell's higher turnover, it should be borne in mind that the borough adjoins Greater London which is the country's largest employment market and this is likely to always impact upon EEBC's recruitment and retention of staff. In addition, EEBC is a small authority by local government standards and consequently opportunities for promotion and development may be fewer than in larger public sector organisations. Finally, despite continuing retrenchment in the public sector, the employment market in other sectors improved significantly during the year, increasing the number of job opportunities available to those with transferable skills.

An exit interview (conducted by a member of the HR team) is held with employees who are leaving the Council. The purpose is to explore the reasons for leaving and to establish if there are any issues, good and bad, concerning employment with the Council. Any specific departmental issues raised are fed back to the line manager concerned, with the specific consent of the employee. It should be noted that exit interviews are not carried out for non-voluntary leavers (dismissals, redundancies etc.) or where employees leave by mutual agreement and not all employees wish to participate in an exit interview.

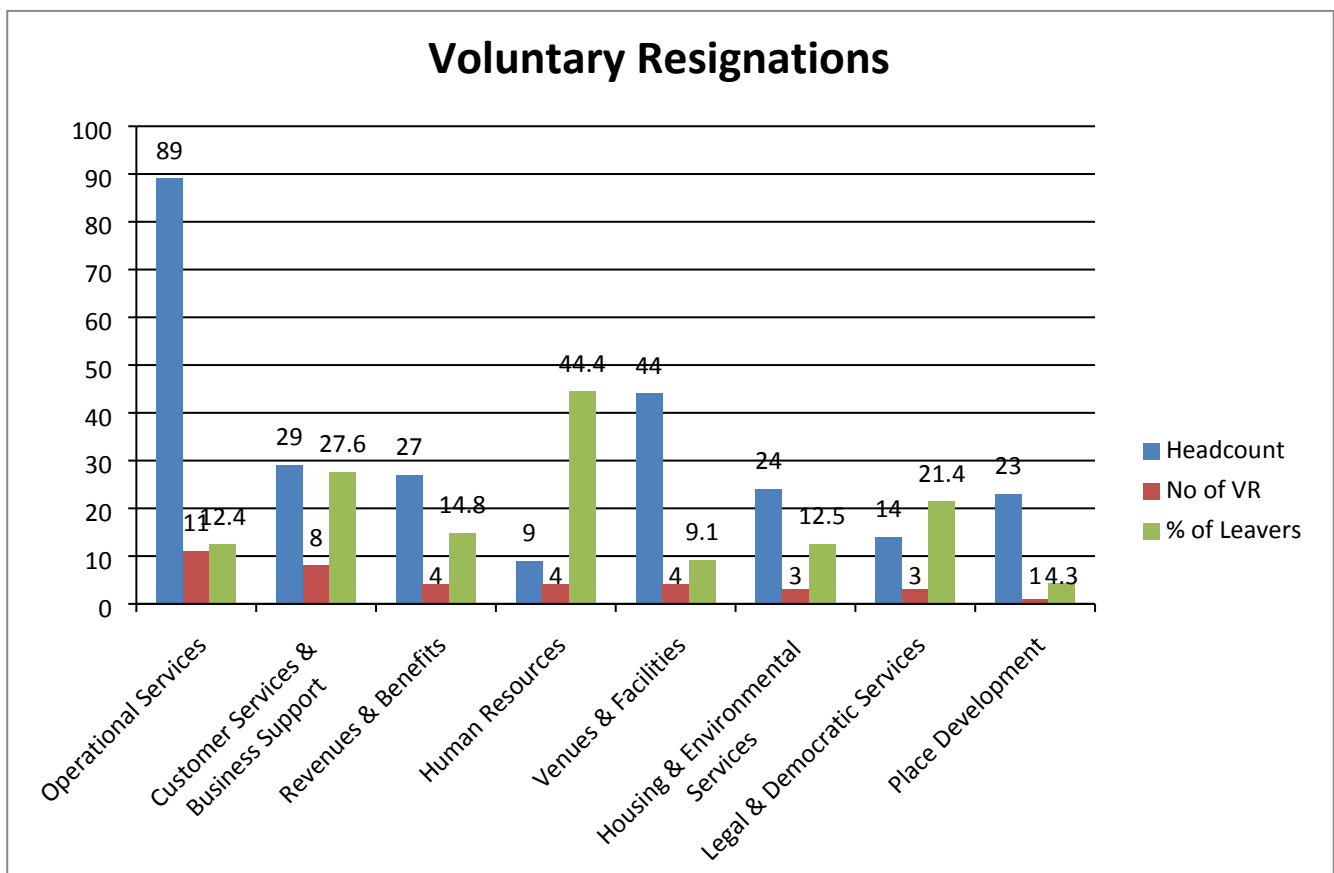
In the last 12 months (1 April 2015 to 31 March 2016) there have been 52 permanent leavers in total. This is an increase of 6 leavers for the same period last year. A breakdown of the reasons for leaving is provided below:

Dismissal	6
Mutual termination	1
TUPE	2
Redundancy	1
Resignation	38
Retirement	4
<b>Total</b>	<b>52</b>

	<b>Resignations only</b>	<b>Total Leavers</b>	<b>CIPD Median Labour Turnover</b>
<b>EEBC 2013-14</b>	31 (9.8%)	45 (14.2%)	11.9%
<b>EEBC 2014-15</b>	31 (9.9%)	48 (15.3%)	9.8 %
<b>EEBC 2015-16</b>	38 (12.1%)	52 (16.6%)	13.6%

In 2015/16 Turnover has increased to 16.6% an increase of 1.3% upon last year.

The chart below shows voluntary resignations by department.



A summary of the main reasons for leaving is detailed below:

Reasons for leaving cited	Numbers
Better job prospects longer term / promotion / responsibility	4
Pay	2
Travel difficulties	1
Relationship with Manager/Supervisor	1
Relationships with colleagues	2
Hours of work / work conditions	2
Retirement	1
Dissatisfaction with job	3
Change in career	5
Other (includes childcare/travelling/personal reasons)	1

*NB: Some employees indicated more than 1 reason for leaving.*

Notwithstanding the labour market conditions described earlier, EEBC carries out regular pay benchmarking exercises to ensure that its pay rates are competitive and comparable with similar authorities. The most recent benchmarking exercise was carried out to inform the 2015/2016 pay offer. An updated 4-year pay policy has been agreed with a full review of the salary scales & performance appraisal scheme