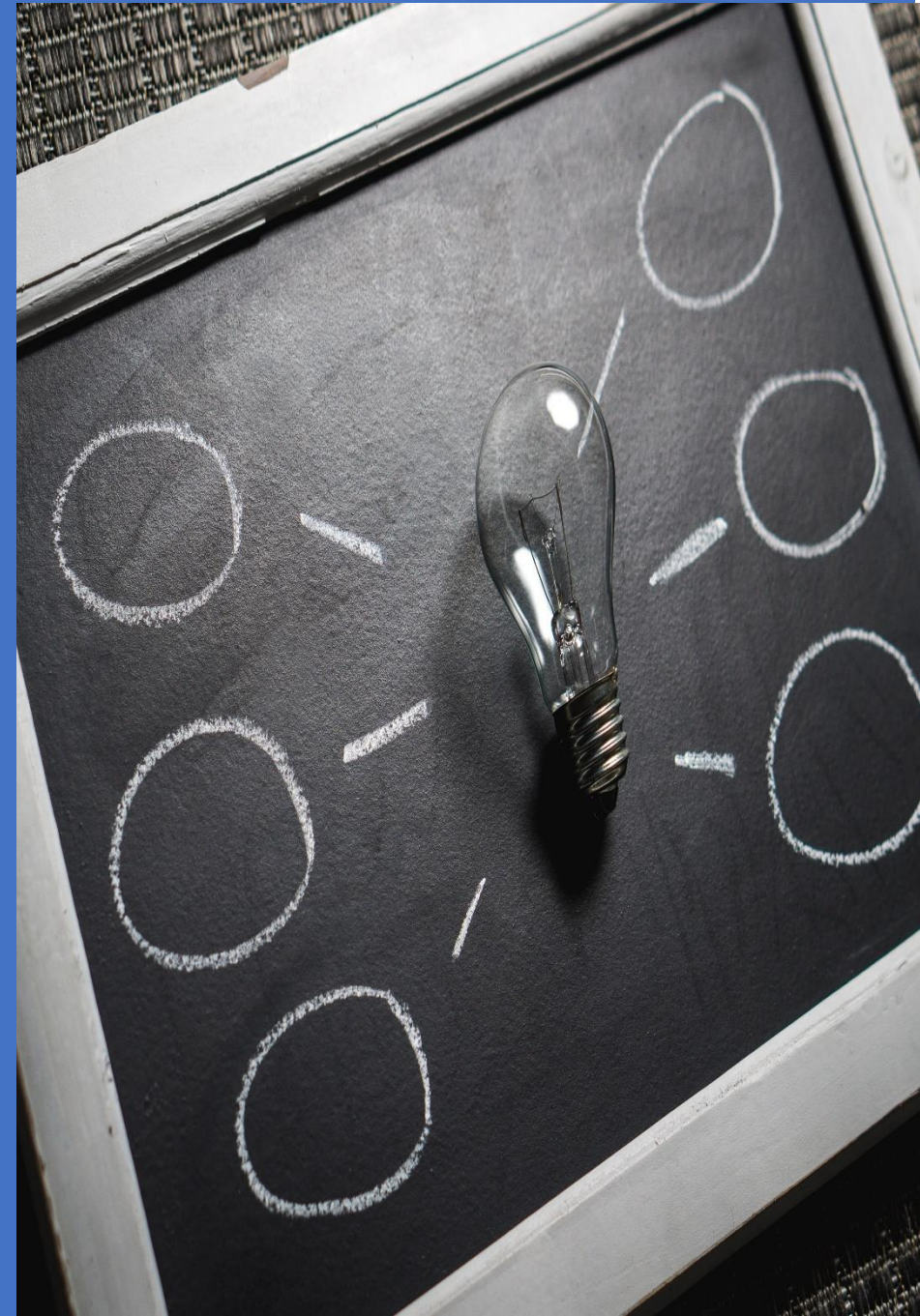


# Governance and Audit Report Recruitment and Retention

Appendix Figure One



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## 1.0 Headcount in Denbighshire County Council

Please note that on 31<sup>st</sup> March 2020 Denbighshire Leisure Limited (DLL) left the council and therefore this data does not appear in the 2020 and beyond figures on the table below. Therefore, please use 2020 to 2022 for a comparison. The increase in headcount with Communities and Customers, Finance and Property, Highways, Facilities and Environmental Services and Planning, Public Protection and Countryside is due to DLL leaving and those Services acquiring the displaced departments. Customers and Communities acquired Housing, Finance and Property acquired Property, Highways, Facilities and Environment acquired Facilities and Planning, Public Protection & Countryside Services acquired School Transport and Countryside.

Headcount for the Council (as at 1 <sup>st</sup> April for that year)				
	2019	2020	2021	2022
Business Improvement & Modernisation	87	81	79	89
Chief Executive Section	2	2	2	2
Communities & Customers	103	162	161	181
Community Support Services	534	524	514	526
Corporate Directors	3	3	3	1
Denbighshire Leisure	660	-	-	-
Education & Children Services	295	330	328	318
Finance & Property	57	159	164	165
Highways, Facilities & Environmental Services	348	626	609	612
Legal, HR & Democratic Services	87	81	79	80
Planning, Public Protection & Countryside Services	127	237	247	270
Schools	2066	2059	2034	2079
<b>Total</b>	<b>3709</b>	<b>4264</b>	<b>4220</b>	<b>4323</b>

## 2.0 Starters and Leavers to the Council

The table below details Starters to Denbighshire over a four-year period. These figures do not include DLL. During the Pandemic, 2020/21 there were a reduced number of starters to the council which was expected. Since that period, starters have nearly doubled in 2021/22 at 548.

<b>Starters to Denbighshire – Excluding relief and supply and DLL</b>				
	<b>April 19 – March 20</b>	<b>April 20 – March 21</b>	<b>April 21 – March 22</b>	<b>April 22 – Nov 22</b>
Denbighshire (including Schools)	425	295	548	534
Denbighshire (excluding schools)	219	156	285	312

The table below details Leavers to Denbighshire over a four-year period. These figures do not include DLL. In 2021/22 there were 471 employees who left the council, an increase of 130 compared to that period in 2020/21. The Pandemic contributed to a lower number of employees leaving the council during 202/21. This financial year so far there have been 373 leavers to the council.

<b>Leavers to Denbighshire – Excluding relief and supply and DLL</b>				
	<b>April 19 – March 20</b>	<b>April 20 – March 21</b>	<b>April 21 – March 22</b>	<b>April 22 – Nov 22</b>
Denbighshire (including Schools)	383	341	471	373
Denbighshire (excluding schools)	168	162	249	197

## 3.0 Reasons for Leaving the Council

3.1 The table below provides detail on the leavers to the council per service. Year on year there is an increase in leavers for all Services within the council. The leavers are balanced with a rising number of vacancies being advertised and filled, which in turn keeps the turnover at a reasonable level. During the Pandemic, there was an expected reduction of leavers, at 341 compared to the previous year of 383 employees.

<b>Leavers per Service (including schools)</b>				
	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>April – Nov 2022</b>
Business Improvement & Modernisation	13	4	2	8
Chief Executive Section	0	0	1	0
Communities & Customers	11	7	16	13
Community Support Services	58	52	63	48
Corporate Directors	0	0	1	0
Education & Children Services	28	26	32	29
Finance & Property	5	10	9	10
Highways, Facilities & Environmental Services	29	43	93	63
Legal, HR & Democratic Services	9	6	6	7
Planning, Public Protection & Countryside Services	15	14	26	19
Schools	215	179	222	176
<b>Total</b>	<b>383</b>	<b>341</b>	<b>471</b>	<b>373</b>

## 4.0 Top 5 Reasons for Leaving the Council

The below tables outline the top 5 leaving reasons per service for the 4 years. There are 5 main reasons why employees leave the council and these tend not to change year on year; Resignation, Retirement, End of Fixed Term Contract, Dismissal and Redundancy.

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Resignation is split into further categories; however, the majority select 'Resignation – Personal' followed by 'Resignation – Another Post outside of DCC'. The exit questionnaire that we ask staff to complete upon leaving is mandatory and therefore we do not always a full picture due to the number of responses received and reasons given.

Retirement as a reason for leaving has seen a steady increase over the past four years and has almost doubled during the Pandemic and continues to increase. On average, the majority of leavers to the council state in their exit survey questionnaire that 'Career Progression' is the reason for leaving followed by Retirement, promotion and Work life balance in some services, where agile and flexible working is not possible.

Leaving Reasons per Service (including schools) in 2019/20						
	Dismissed	End of FTC	Redundancy	Resignation	Retirement	Other
Business Improvement & Modernisation	1	3	3	6	0	0
Chief Executive Section	0	0	0	0	0	0
Communities & Customers	1	1	1	5	3	0
Community Support Services	4	1	13	33	5	2
Corporate Directors	0	0	0	0	0	0
Education & Children Services	1	1	2	23	0	1
Finance & Property	0	3	0	4	1	0
Highways, Facilities & Environmental Services	5	0	0	14	6	1
Legal, HR & Democratic Services	2	0	2	4	1	0
Planning, Public Protection & Countryside Services	0	0	0	13	2	0
Schools	9	41	8	134	20	3
<b>Total</b>	<b>23</b>	<b>50</b>	<b>29</b>	<b>236</b>	<b>38</b>	<b>7</b>

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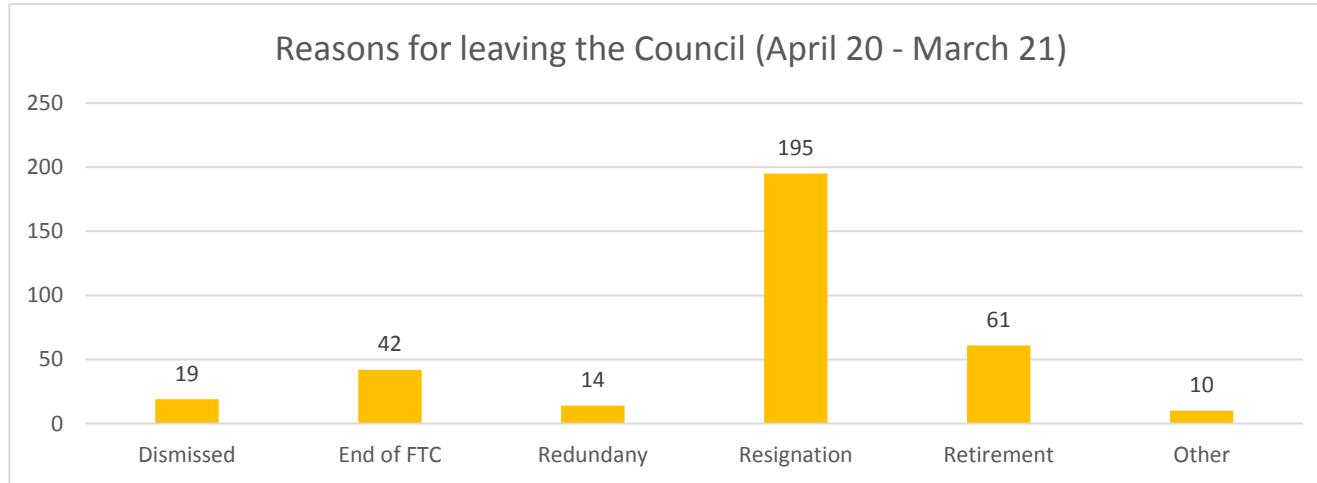
Leaving Reasons per Service (including schools) in 2020/2021						
	Dismissed	End of FTC	Redundancy	Resignation	Retirement	Other
Business Improvement & Modernisation	0	0	1	2	1	0
Chief Executive Section	0	0	0	0	0	0
Communities & Customers	0	0	0	5	2	0
Community Support Services	6	6	3	29	8	0
Corporate Directors	0	0	0	0	0	0
Education & Children Services	1	0	0	20	4	1
Finance & Property	0	0	0	4	5	1
Highways, Facilities & Environmental Services	3	0	0	31	5	4
Legal, HR & Democratic Services	1	0	0	2	2	1
Planning, Public Protection & Countryside Services	0	1	0	7	6	0
Schools	8	35	10	95	28	3
<b>Total</b>	<b>19</b>	<b>42</b>	<b>14</b>	<b>195</b>	<b>61</b>	<b>10</b>
Leaving Reasons per Service (including schools) in 2021/22						
	Dismissed	End of FTC	Redundancy	Resignation	Retirement	Other
Business Improvement & Modernisation	0	0	0	1	1	0
Chief Executive Section	1	0	0	0	0	0
Communities & Customers	1	3	0	6	4	2
Community Support Services	4	1	6	42	9	1
Corporate Directors	0	0	0	0	1	0
Education & Children Services	1	1	2	20	7	1
Finance & Property	0	0	0	6	3	0
Highways, Facilities & Environmental Services	8	2	0	58	17	8
Legal, HR & Democratic Services	1	0	1	4	0	0

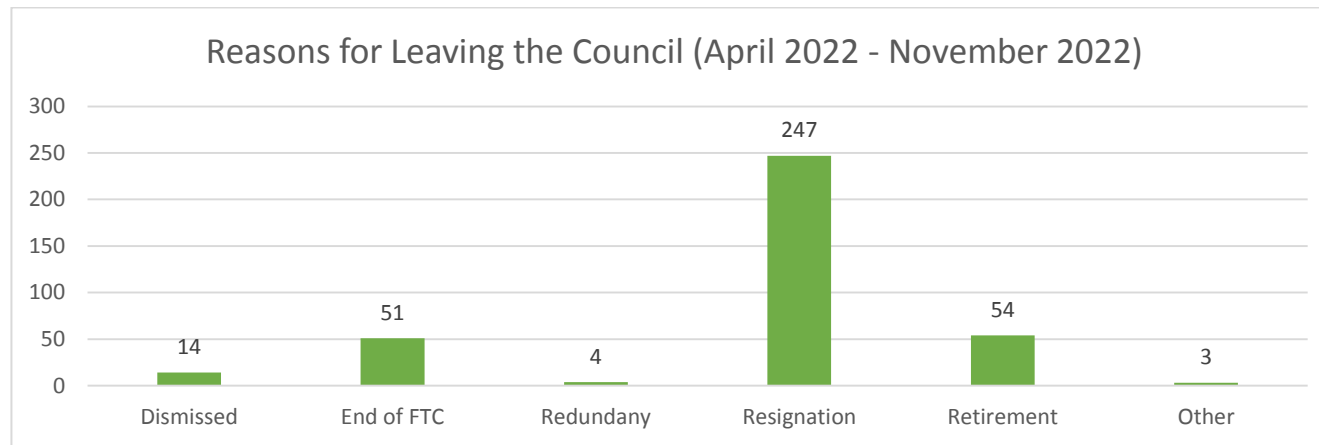
# Governance and Audit Committee Report – Recruitment and Retention

Planning, Public Protection & Countryside Services	1	5	1	14	5	0
Schools	4	20	6	156	34	2
<b>Total</b>	<b>21</b>	<b>32</b>	<b>16</b>	<b>307</b>	<b>81</b>	<b>14</b>
Leaving Reasons per Service (including schools) in April 2022 – Nov 2022						
	Dismissed	End of FTC	Redundancy	Resignation	Retirement	Other
Business Improvement & Modernisation	0	0	0	8	0	0
Chief Executive Section	0	0	0	0	0	0
Communities & Customers	0	1	0	10	2	0
Community Support Services	4	1	0	32	11	0
Corporate Directors	0	0	0	0	0	0
Education & Children Services	1	2	0	22	3	1
Finance & Property	0	0	0	5	4	1
Highways, Facilities & Environmental Services	5	6	0	46	6	0
Legal, HR & Democratic Services	1	0	0	6	0	0
Planning, Public Protection & Countryside Services	0	4	0	10	5	0
Schools	3	37	4	108	23	1
<b>Total</b>	<b>14</b>	<b>51</b>	<b>4</b>	<b>247</b>	<b>54</b>	<b>3</b>



## 5.0 Reasons for Leaving the Council





## 6.0 Service Length of Leavers

The tables below detail the length of service at the time of leaving. With regards to the length of service at the time of leaving, if the trend continues for 2022/23, the council could see the number of employees who leave within the first year increase somewhat compared to last year. The reasons for this need to be explored in greater detail. The data contained within the below tables shows that on the whole, the leavers are evenly spread across all age groups with the majority of leavers working for the council 10 or more years. This could be linked to the reasons for leaving and the lack of career progression for those employees.

# Governance and Audit Committee Report – Recruitment and Retention

Service Length for Leavers (including schools)				
	April 19 – March 20	April 20 – March 21	April 21 – March 22	April 22 – Nov 22
Under 1 year	89	78	88	112
1 year	41	37	38	37
2 years	33	25	44	31
3 years	24	17	39	21
4 years	17	12	20	14
5 – 9 years	54	47	58	41
10 or more years	125	125	184	117
<b>Total</b>	<b>383</b>	<b>341</b>	<b>471</b>	<b>373</b>

Service Length for Leavers (excluding schools)				
	April 19 – March 20	April 20 – March 21	April 21 – March 22	April 22 – Nov 22
Under 1 year	29	35	57	59
1 year	15	15	19	16
2 years	23	11	23	17
3 years	15	10	18	14
4 years	6	7	10	10
5 – 9 years	20	21	26	18
10 or more years	60	63	96	63
<b>Total</b>	<b>168</b>	<b>162</b>	<b>249</b>	<b>197</b>

## 7.0 Turnover and Comparisons

Turnover in the council was at its lowest in the 2020/21 at 7.4%, due to the Pandemic. The normal turnover figure stands in-between 9 and 10% for the council and if the trend continues, the council will end on somewhere between 9 and 10% in March 2023. The CIPD suggest that the median turnover rate stands at around 16% year on year, which means that the council has a lower turnover rate than the average.

Turnover in Denbighshire				
	2019/20	2020/21	2021/22	2022/23
Excluding schools	9.3%	6.9%	10.6%	6.4%
Including schools	9.0%	7.4%	10.2%	7.1%

7.1 The table below details the median rate of labour turnover as reported by the CIPD Resourcing and Talent Planning Survey 2022:

Median Rate of Labour Turnover				
2013	2014	2016	2019	2021
10%	14%	16.5%	16%	6%

7.2 Benchmarking data is available for local authorities which includes schools and is the percentage of staff who leave the employment of the local authority:

Percentage of staff who leave employment of the local authority							
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Denbighshire	13.1%	11.9%	11.1%	9.3%	8.6%	9.3%	7.5%
Wales	12.9%	11.4%	11.6%	11.4%	11.2%	10.8%	8.2%

# Governance and Audit Committee Report – Recruitment and Retention

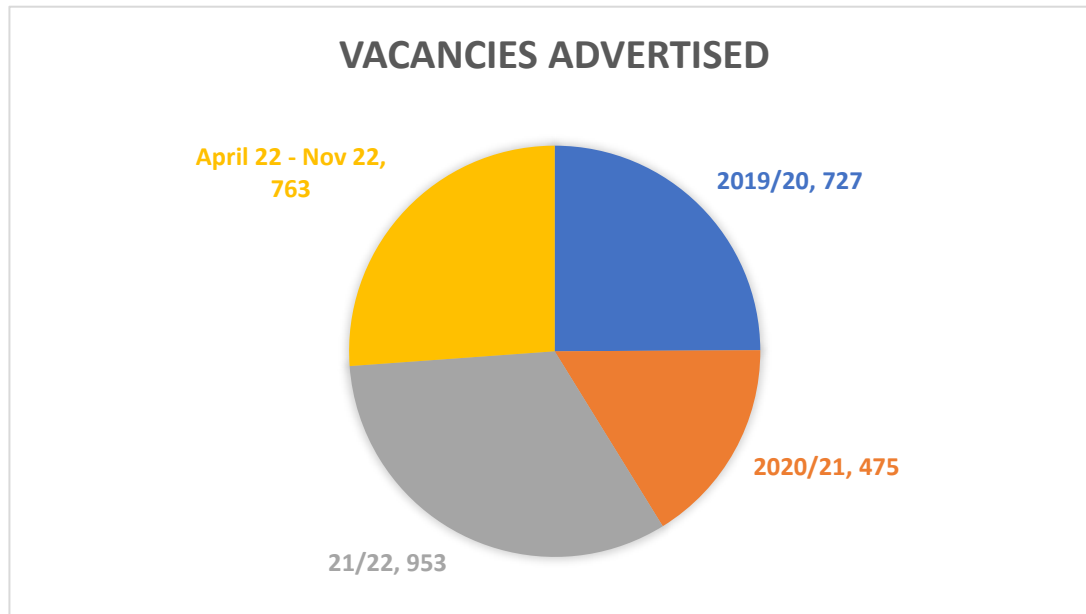
The graph below identifies the percentage of staff who leave employment in local authorities compared to Denbighshire:



## 8.0 Vacancies Advertised

The table below displays how many vacancies have been advertised within the council. In 2021/22 the number of vacancies advertised doubled compared to 2020/21. The number of vacancies would have been predicted to increase due to the lower number of vacancies and jobs being offered during the Pandemic.

Vacancies Advertised				
	19/20	20/21	21/22	April – Nov 22
Vacancies Advertised	727	475	953	763



# Governance and Audit Committee Report – Recruitment and Retention

8.1 The table below details the number of vacancies per service. Services, including Finance and Property and BIM have seen an increase in the number of vacancies over the last 3 years, pre and post pandemic. In Finance and Property there have been a number of retirements during the pandemic and post pandemic period, along with the usual resignations which accounts for the increase in vacancies. In BIM, there have been 8 resignations in this year April 2022 to November 2022, a number of them have been due to more favourable terms and conditions elsewhere.

<b>Number of Vacancies per Service (including schools)</b>				
	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>April – Nov 2022</b>
Business Improvement & Modernisation	14	10	18	27
Communities & Customers	16	14	29	16
Community Support Services	108	50	144	120
Education & Children Services	91	50	88	62
Finance & Property	24	16	19	33
Highways, Facilities & Environmental Services	110	53	187	118
Legal, HR & Democratic Services	9	8	27	21
Planning, Public Protection & Countryside Services	28	35	51	33
Schools	327	239	390	333
<b>Total</b>	<b>727</b>	<b>475</b>	<b>953</b>	<b>763</b>

## 9.0. Vacancy Applications, Shortlisting and Appointments

The table below details the job vacancy information, with data on the number of applicants at each stage. In terms of the number of applicants, shortlisting and appointed, as expected, during the pandemic, the numbers decreased in all areas but are now back to post pandemic figures. However, the number of applications may not reach pre pandemic levels (2019/20) by March 2023. If the data follows the trend, this means that by the end of March 2023, we might have an increase in the number of ‘no applicants’ compared to last year and the figure will be double compared to the pre-pandemic year of 2019/20. This will increase the number of hard to recruit to positions possibly.

The vacancies which have resulted in ‘no applicants’ in the period of April 2022 – Nov 2022, include Area cooks, Welsh and Maths Teaching posts, Surveyors and Social Workers (Children’s). In the year 2021/22, the job roles were very similar and included an Engineer and Digital Officer in BIM.

Number of applications through the different stages (including schools and supply/relief staff)				
	April 19 – March 20	April 20 – March 21	April 21 – March 22	April 22 – Nov 22
Applied	4731	3455	4086	3000
Shortlisted	1576	1004	1558	1143
Appointed	740	496	886	570
No applicants	26	22	40	43
<b>Total</b>	<b>7073</b>	<b>4977</b>	<b>6570</b>	<b>4756</b>