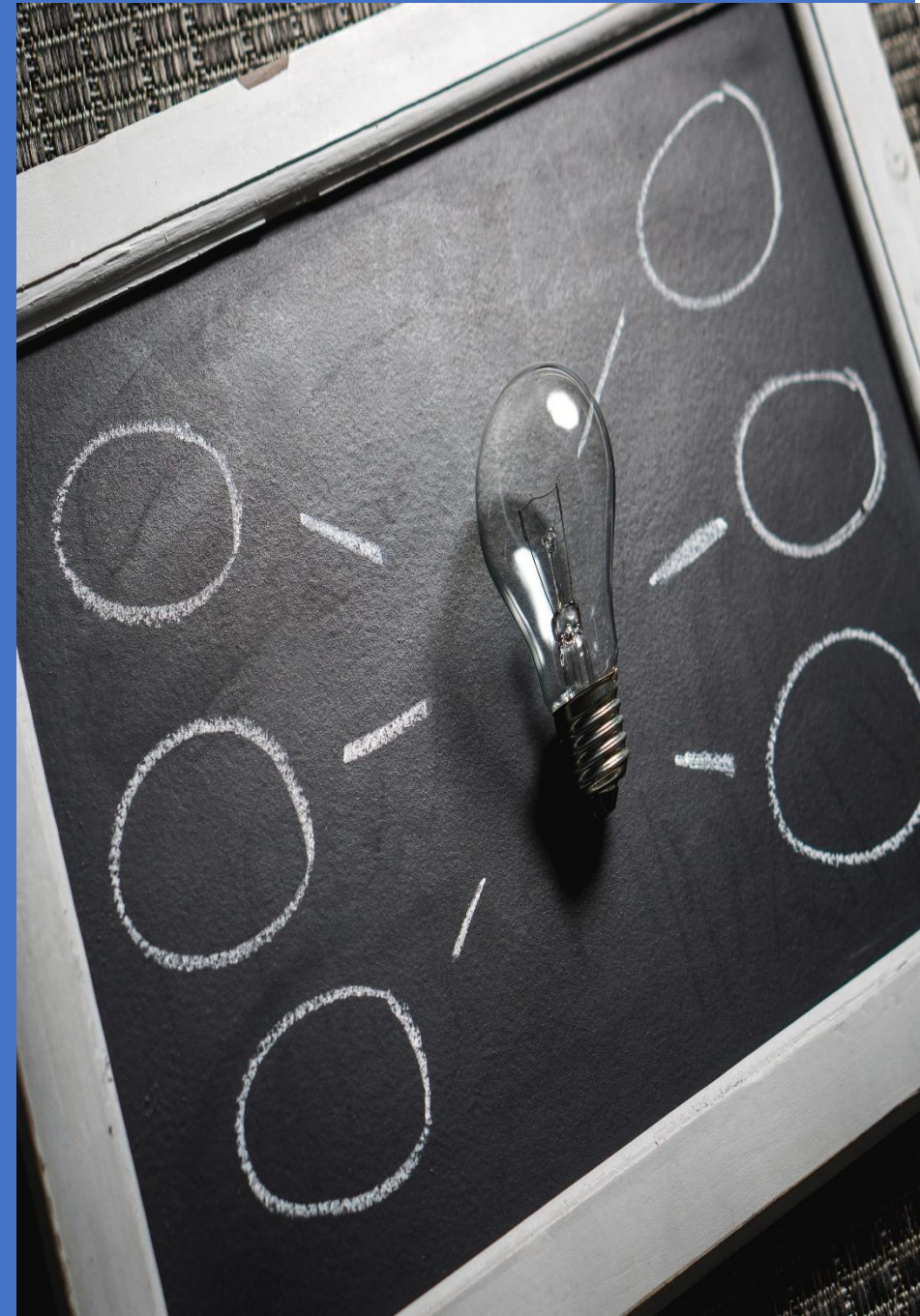


# Scrutiny Report Appendix 2 Turnover & Position Headcount



# Scrutiny Report for Turnover & Position Headcount

## Turnover

Please note due to the restructure of Services in October 2019 we do not have more than 2 full years' comparison for some services.

Staff turnover rate defines how many employees leave an organisation during a set period of time . DCC Turnover in 2022/23 has increased over the last two years and is at its highest rate for 6 years. Business Improvement and Modernisation has experienced a 12% increase, although in real terms this increase equates to 11 leavers (13 in total).

Service	2017/2018 (%)	2018/2019 (%)	New Service	2019/2020 (%)	2020/2021 (%)	2021/2022 (%)	2022/2023 (%)
Business Improvement and Modernisation	10.5	16.6	No Change	15.5	4.9	2.3	14.4
Community Support Services	8.4	10.6	No Change	10.6	9.8	11.7	15.3
Customers, Communications & Marketing	8.4	9.7	Communities & Customers	5.7	5.6	8.3	8.9
Education & Children Services	6.6	8.8	No Change	8.1	6.0	9.8	10.6
Finance	4.9	0	Finance & Property	3.0	3.2	5.7	7.8
Highways & Environmental Services	9.7	9.5	Highways, Facilities & Environmental Services	4.7	6.7	13.2	13.5

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Legal, HR & Democratic Services	9.9	4.3	No Change	9.7	6.1	7.4	11.2
Planning & Public Protection	11.1	7.0	Planning, Public Protection and Countryside Services	6.1	6.4	10.4	11.4
DCC (excluding schools)	9.9	9.1	DCC (excluding Schools)	9.3	6.9	10.6	12.4

It should also be noted that Community Support Services have also experienced an increase in Position Headcount compared to the previous financial year as depicted in the below table. An increase can also be seen in Finance & Property due to the return of the Revenue and Benefits Service to Denbighshire County Council.

# Scrutiny Report for Turnover & Position Headcount

## Position Headcount

Service	Mar-22	Mar-23	Count Diff
Business Improvement & Modernisation	89	91	↑ 2
Chief Executive Section	2	3	↑ 1
Communities & Customers	198	208	↑ 10
Community Support Services	533	581	↑ 48
Corporate Directors	2	3	↑ 1
Education & Children Services	350	350	↑ 0
Finance & Property	166	219	↑ 53
Highways, Facilities & Environmental Services	718	718	↑ 0
Legal, HR & Democratic Services	82	81	↓ -1
Planning, Public Protection & Countryside Services	262	262	↑ 0
<b>Total of Positions within Services Ex Schools</b>	<b>2402</b>	<b>2516</b>	<b>↑ 114</b>

The median rate of labour turnover as reported by the CIPD Resourcing and Talent Planning Survey 2022 is as follows:

2011	2012	2013	2014	2016	2019	2020	2021
13%	12%	10%	14%	16.5%	16%	No Data Collected	6%

[Resourcing and Talent Planning Survey | Reports | CIPD](#) NB: This survey is not conducted every year and therefore there are some gaps in years. It is important to note the following statement for 2021 figures: 301 respondents gave complete figures for calculating their labour turnover. There is considerable variation across organisations, but the median rate of labour turnover in 2021 (6%) is

# Scrutiny Report for Turnover & Position Headcount

considerably lower than in previous years. As in previous years, the majority of turnover is attributed to employees leaving voluntarily. However, caution must be applied here, as the findings are based on a small sample of organisations and there is considerable variation between them.

Cendex, a trusted provider of data since 1968. Cendex has one of the largest collections of reward data in the UK, are reporting 16.4 per cent of employees resigned in 2022, a noticeable increase on the 9.6 per cent voluntary resignation rate in 2021, and one that pushed the total labour turnover rate to 22.5 per cent, compared to 14.6 per cent in 2021.

Benchmarking data is available for Local Authorities which includes schools and is the percentage of staff who leave the employment of the Local Authority:

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Denbighshire	13.1	11.9	11.1	9.3	8.6	9.3	7.5	10.5	11.6
Wales	12.9	11.4	11.6	11.4	11.2	10.8	8.2	10.5	Not Available

## Top 5 Reasons for Leaving – Positions (not people)

The data demonstrates that for the past four years, 'Resignation' is the most common reason for leaving a position within DCC, followed by 'Retirement' for the past three years. The percentages for involuntary reasons for leaving (Dismissal, Re-Organisation and

# Scrutiny Report for Turnover & Position Headcount

Redundancy) decreased from 12% to 10.8% in 2020-2021 and to 8% in 2022-2023. The total leavers to position is 299 for 2022-2023 excluding Schools and DLL compared to 246 the previous year, the highest level recorded for 4 years.

2019-2020	Reason	No. of Leavers	% of Leavers
Total 168	Resignation	266	62
	End of Fixed Term Contract	55	13
	Retirement	43	10
	Dismissal	32	7
	Redundancy	29	7
2020-2021	Reason	No. of Leavers	% of Leavers
Total 162	Resignation	192	57
	Retirement	59	18
	End of Fixed Term Contract	30	9
	Dismissal	19	6
	Redundancy	15	4
2021-2022	Reason	No. of Leavers	% of Leavers
Total 246	Resignation	150	61
	Retirement	46	19
	Dismissal	16	7
	End of Fixed Term Contract	10	4
	Redundancy	9	4
2022-20223	Reason	No. of Leavers	% of Leavers
Total 299	Resignation	205	68%
	Retirement	48	16%
	End of Fixed Term Contract	20	7%
	Dismissal	18	6%
	Died in Service	3	1%

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## Leaving Reason by Grade (people not positions)

A total of 299 employees left DCC in the year 2022.2023, with 48.8% of those leavers on Grade 4 or below and 11.7% on Grade 10 or above. Out of the 299 leavers, 49.4% gave the reason as 'Resignation Personal' for their departure with the majority (27%) of those on Grade 4 and below. 62.9% of leavers on a Grade 10 or above were recorded as resigning.

2022.2023			
Grade	Total	Reason	Count
GRADE 1 / NMW	67	Died in Service	0
		Dismissal	4
		End of Fixed Term Contract	0
		Redundancy	2
		Resignation	52
		Retirement	8
		TUPE Transfer	1
GRADE 2	17	Dismissal	3
		End of Fixed Term Contract	4
		Resignation	8
		Retirement	2

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GRADE 3	32	Dismissal	1
		End of Fixed Term Contract	7
		Other Reason	0
		Redundancy	0
		Resignation	22
		Retirement	2
GRADE 4	30	Died in Service	1
		Dismissal	2
		End of Fixed Term Contract	1
		Redundancy	1
		Resignation	20
		Retirement	5
GRADE 5	30	Died in Service	1
		Dismissal	2
		End of Fixed Term Contract	2
		Redundancy	0
		Resignation	22
		Retirement	3
		Other	0
GRADE 6	23	Dismissal	0
		End of Fixed Term Contract	0
		Redundancy	0
		Resignation	15
		Retirement	8
GRADE 7	23	Dismissal	2
		End of Fixed Term Contract	2
		Resignation	15
		Retirement	4
		TUPE Transfer	0
GRADE 8	18	Died in Service	0



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		End of Fixed Term Contract	2
		Other	1
		Resignation	12
		Retirement	3
<b>GRADE 9</b>	<b>24</b>	End of Fixed Term Contract	1
		Dismissal	1
		Redundancy - Compulsory	0
		Resignation	17
		Retirement	5
<b>GRADE 10 - 14</b>	<b>35</b>	Dismissal	3
		Died in Service	1
		End of Fixed Term Contract	1
		Redundancy - Compulsory	0
		Resignation	22
		Retirement	8