



OVERVIEW AND SCRUTINY BOARD

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| Subject Heading: | HR data: employees who leave the council; employee complaints |
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| Policy Context: | N/A |
| Financial Summary: | N/A |
| Is this a key decision? | N/A |
| When should it be reviewed? | N/A |
| Reviewing OSC: | Overview and Scrutiny Board |

The subject matter of this report deals with the following council objectives:

| | |
|-------------------------------|-----|
| Communities making Havering | [] |
| Places making Havering | [] |
| Opportunities making Havering | [X] |
| Connections making Havering | [] |

SUMMARY

This report provides members with an overview of the available data associated with:

- employees who leave the council
- employee complaints

REPORT DETAIL

1 Introduction

1.1 The council is committed to being an employer of choice – an organisation that attracts, develops, and retains talented public servants who share our vision and passion for Havering. This ambition is reflected in the council’s new internal identity, *Choose Havering*, which includes our pledges to the council’s workforce – for example, to invest in their learning and development – and the pledges the council asks employees to make in return.

1.2 To support this important focus on our workforce, the HR team draws on a wide range of information to understand employees’ experience of, and commitment to, working at the council, including data about:

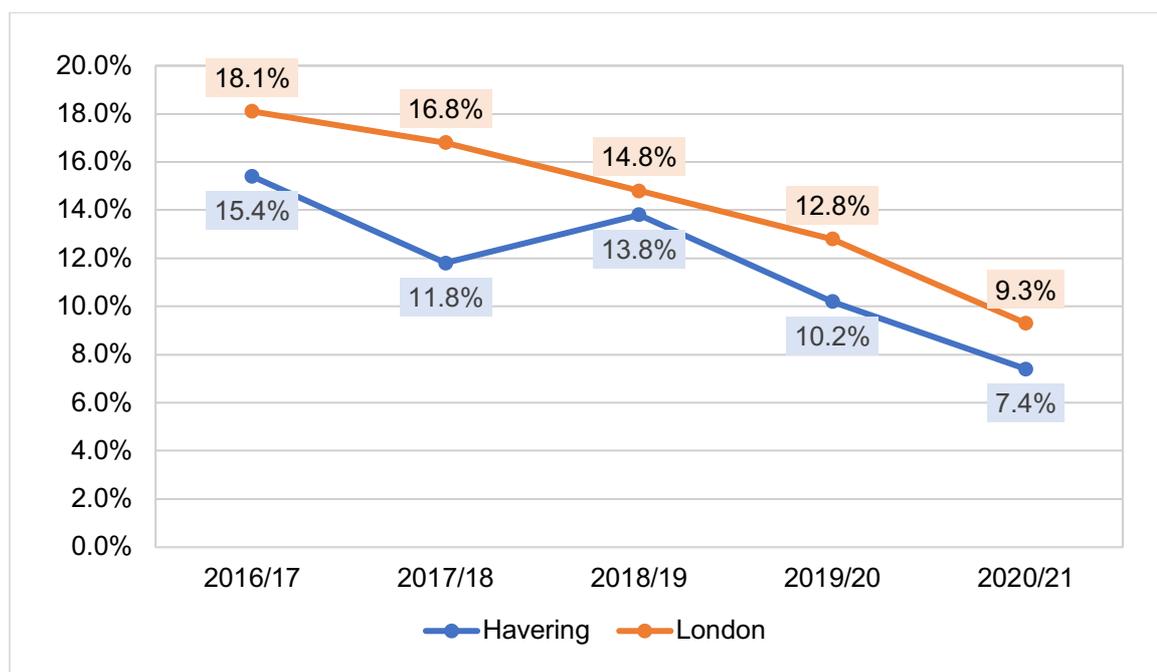
- employees who leave
- employee complaints

1.3 This report provides members with an overview of the available data associated with both of these topics.

2 Employees who leave the council

2.1 Four key measures are regularly monitored and reported, including the percentage of employees who leave each year and the reasons why. Data, including comparison with the London council average where available, is set out below.

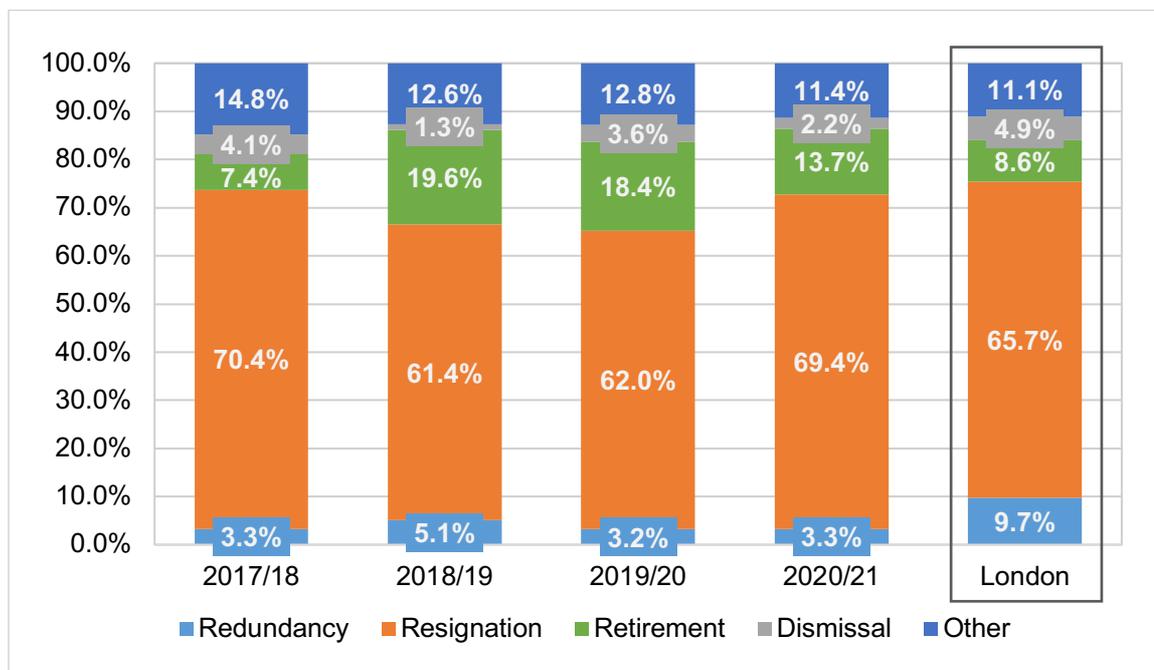
Fig. 1: Percentage of employees who leave each year



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2.2 The percentage of employees who leave each year – commonly referred to as turnover – is consistently below the London council average. Turnover fell markedly in 2020/21, both in Havering and across London, as the Covid-19 pandemic led to reduced activity in the labour market. Conversely, turnover is expected to rise this year – in Havering and across London – as the labour market recovers from the impact of Covid-19.

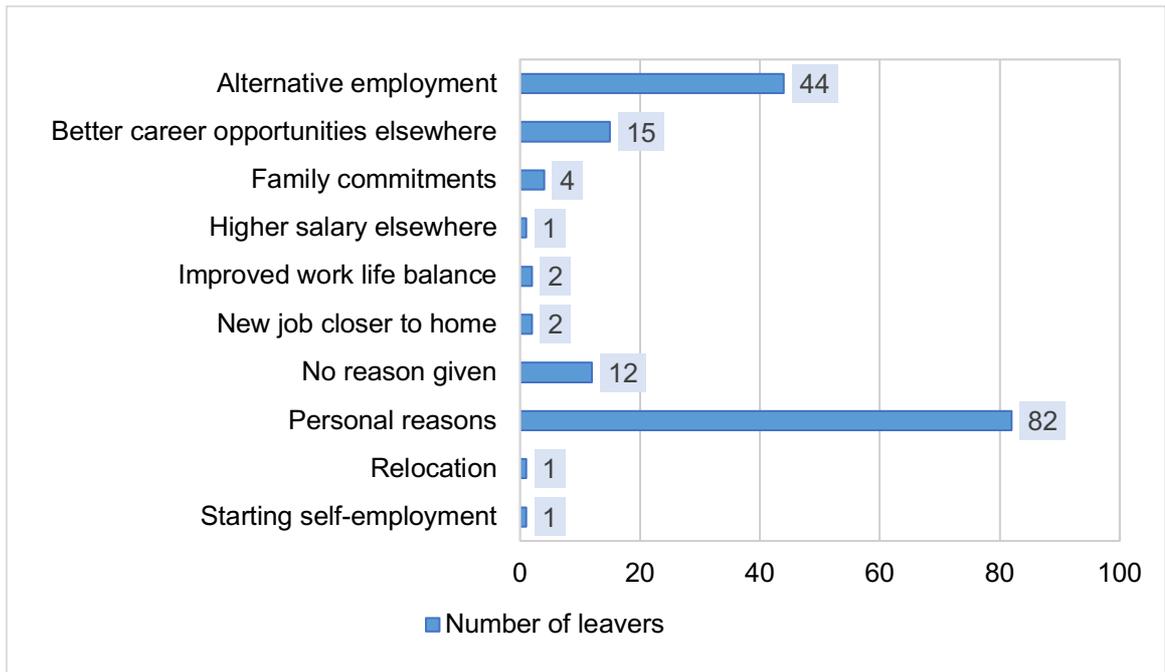
Fig. 2: Reasons why employees leave



2.3 The reasons why employees leave have remained broadly consistent over the years. Resignation is the most common reason for leaving the council followed by retirement. When comparing our data to the London council average, two features stand out:

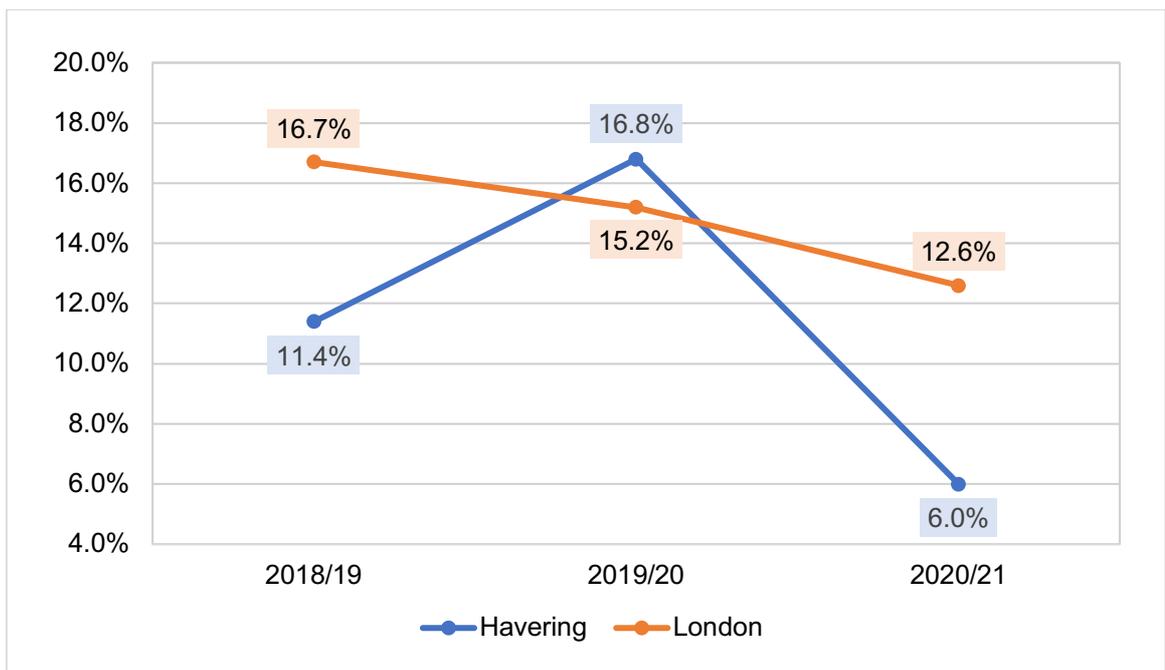
- Retirement is a more common reason for leaving Havering than it is across London councils as a whole. This reflects the demographic makeup of our workforce, which is older than the London council average.
- The percentage of employees who leave Havering as a result of redundancy is notably lower than the London council average.

Fig. 3: Reasons given by employees for resigning (Nov. 2020 – Oct. 2021)



2.4 When employees resign, the most common explanation is personal reasons. The number of employees who resign to secure a higher salary or improve their work life balance is very low. In the last year, a total of 15 employees left to pursue better career opportunities elsewhere. While this is equivalent to just 9% of all employees who resigned – and therefore does not stand out as a particular cause for concern – this is nevertheless an important indicator to track closely: a low figure may indicate that employees feel able to progress their career at Havering, while a high figure may indicate the reverse.

Fig. 4: Percentage of leavers with less than one year of service



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- 2.5 When employees leave with less than one year of service, this may indicate that working at the council has not met their expectations; it may also indicate that they were not a suitable candidate to appoint in the first place. At Havering, the percentage of leavers with less than one year of service is below or broadly in line with the London council average each year, indicating that performance against this measure is not a significant concern.

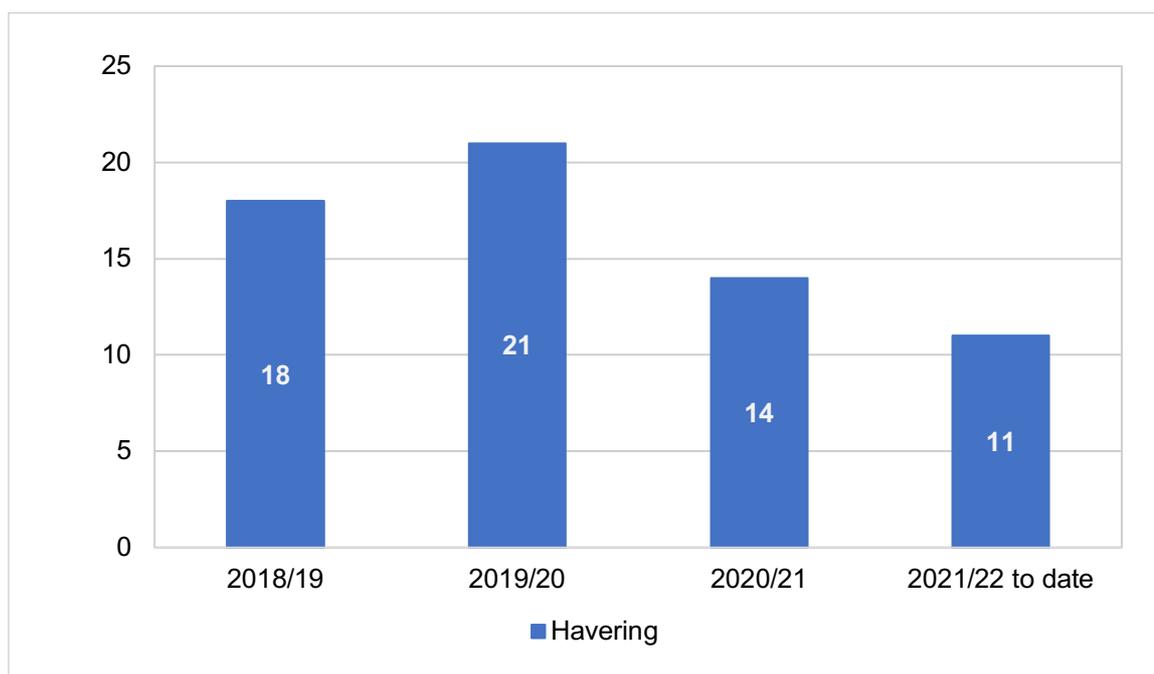
Further developing our understanding of employees who leave

- 2.6 The data set out in this report provides high-level insight into employees who leave the council. The following actions are planned or underway to further develop our understanding of these employees and their motivations:
- **Exit interviews:** When employees leave the council, they should always be invited to attend an exit interview with their manager. This is an opportunity for an open discussion about the employee's experience of working at the council and their reason(s) for leaving. These conversations can generate valuable insight, but we do not currently have a process in place for routinely collating and analysing exit interview feedback. Over the coming months, this will be addressed by asking managers to record exit interview findings on Oracle Fusion, which the council uses to store all employee-related data. This in turn will enable the HR team to sift through exit interview feedback and report on key trends, themes and learning.
 - **Analysing and reporting data by protected characteristics:** The council is committed to being an inclusive employer where everybody is treated fairly and respectfully, regardless of their age, disability, ethnicity, gender identity, religion, sex or sexual orientation. It would therefore be valuable to disaggregate our leavers data by each of these protected characteristics and identify whether any trends are apparent. However, to do this effectively, we first need to increase the number of employees who have shared their diversity data with the council. In a recent staff survey, 92% of employees said they were willing to provide this data, but the proportion who have done so is much lower. This is being addressed through regular communication to staff, including the promotion of a "how to" guide which explains how employees can record this information.

3 Employee complaints

- 3.1 In line with good practice, the council's grievance policy encourages informal resolution of employee complaints. However, where this is not appropriate or possible, an employee may make a formal complaint, which will be investigated and decided upon following a hearing.
- 3.2 As shown in the graph below, the number of formal complaints made each year has, in broad terms, remained stable.

Fig. 5: Number of formal complaints made by employees



Further developing our understanding of employee complaints

3.4 To date, the council's focus has been on tracking all formal complaints and ensuring that each one is resolved fairly, promptly, and in line with the requirements of our grievance policy. The following actions are planned or underway to further develop our understanding of employee complaints and the reasons they are made:

- **Informal complaints:** The recent review of Race Equality, Accessibility, Diversity and Inclusion (READI) undertaken by the LGA recommended the introduction of arrangements for recording and reporting informal complaints. The HR team is acting on this recommendation, prioritising arrangements for recording and reporting any informal complaints that include allegations of discrimination.
- **Analysing and reporting data by protected characteristics:** As with our data on employees who leave the council, before we can analyse and report complaints data by protected characteristics, we first need to increase the proportion of employees who share their diversity data with the council. As described above, actions are in hand to address this.
- **Learning from complaints:** Similarly to the position with exit interviews, learning from complaints is identified and addressed on a case-by-case basis; however, we do not have a process in place to routinely collate, analyse and report on the learning from all employee complaints. Over the coming months, this will be addressed and the HR team will introduce a regular report on key trends, themes and learning.

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BACKGROUND PAPERS

None.