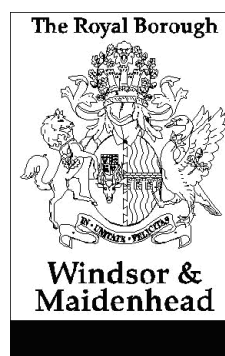


Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	Exit Interviews - Action Plan for Staff Turnover
<b>Responsible Officer(s)</b>	Alison Alexander, MD and Strategic Director of Adult, Children and Health Services and Terry Baldwin, Head of HR
<b>Contact officer, job title and phone number</b>	Terry Baldwin, Head of HR, 01628 796992
<b>Member reporting</b>	Clr L Targowska, Principal Member for HR and Legal
<b>For Consideration By</b>	Employment Panel
<b>Date to be Considered</b>	14 November 2016
<b>Implementation Date if Not Called In</b>	N/A
<b>Affected Wards</b>	None

### REPORT SUMMARY

1. For 12 months, feedback from leavers has been collected via an anonymous on line exit questionnaire system.
2. A People Action Plan has already been developed using feedback from the staff survey and the actions identified in the Organisational Development and Wellbeing Plans.
3. Feedback from the exit surveys is consistent with the feedback from the staff survey and therefore actions to address many of the issues have already been identified.
4. Further consideration of the exit feedback has identified four additional actions that have been added to the People Action Plan.

### If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. If staff retention is improved that will impact on maintaining service delivery standards.	On going

## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Employment Panel:

#### i. Approve the updated People Action Plan.

## 2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 In October 2015, the council introduced an on line anonymous Exit Survey for leavers in order to gather more informative information about the reasons for leaving.
- 2.2 Prior to October 2015 feedback from leavers was gathered via an exit form, that staff completed manually and submitted to HR or via an interview with their line manager or HR. Using this process the response rate was poor, only 31%.
- 2.3 A trial year of an external off the shelf exit questionnaire improved the response rate to 58%. The survey contained 41 factors that might influence an employees' decision to leave. See Appendix A. Employees were asked to rate the extent to which each factor influenced their decision to leave, with a score of 0-5. The system then calculates the average score for each factor and ranks the top ten.
- 2.4 Table 1 shows the top ten reasons for leaving. For the top ten reasons the average question response ranges from 2.42 to 1.69. And the top three are very close in scores 2.42 to 2.31. The results do not indicate at this stage that the reasons listed are a significant factor, as the maximum score is 5. However, if we consider the top ten issues, then the role of senior leadership and appreciation of their work are currently the main reasons influencing leavers.

Table 1: top ten reasons for leaving

Reason for leaving	Average score out of 5
Trust/confidence in the senior leadership	2.42
How often your work was appreciated	2.32
Honesty/integrity/ethics of the leadership	2.31
Communication from senior leadership	2.24
Your workload	2.15
Your work/life balance	1.99
Career path opportunities	1.81
How much demand there was on you to perform	1.75
How interesting/challenging you found your work	1.74
Job security/future with company	1.69

- 2.5 An analysis of all leavers was undertaken based on their appraisal rating. Table 2 provides details of the voluntary leavers and these have been compared to the appraisal rating for the leavers. In summary:  
56% of all leavers had an appraisal rating of good or above.  
28% of all leavers had an appraisal rating of excellent or above.
- 2.6 Table 2 shows voluntary turnover rates for the Royal Borough and table 3 provides the split of leavers by Directorate.

Table 2: voluntary turnover

Period	% Turnover
Last quarter 2014/15	11.09
Last quarter 2015/16	13.65
First quarter 2016/17	14.49

Table 3: comparison of leavers by directorate with the percentage of the workforce per directorate.

Directorate	Leavers as % of total leavers	Directorate workforce as % of total workforce
Corporate & Community	19	17
Adult, Children & Health Services	54.5	49
Operations & Customer Services	26.5	33

The analysis from table 2 identifies clearly that turnover in the Royal Borough is increasing. Members may recall the analysis used when reviewing recruitment for hard to fill roles, which identified an improvement in the UK economy with more vacancies being advertised. This, linked to our proximity to London and the competitive market rates that brings, particularly affects the Royal Borough's ability to recruit new staff and therefore could equally impact on our staff being more confident to secure roles elsewhere.

- 2.7 There are other more specific local issues that are also impacting on the council's ability to recruit and retain to the key roles:
- Local house prices and other living costs.
  - Delivering differently models – any change period can cause potential uncertainty for new joiners.
  - The developing culture of agency working amongst professionals, particularly social care staff.

#### **Exit survey from October 2016**

- 2.8 The 12 month trial period of the external questionnaire ended in September 2016 and the outcome was reviewed. The Exit Survey on trial was a new system launched last year and the council was one of the first local authorities to purchase a one year subscription. This provided the Royal Borough with a cost effective tool for the 12 month trial period, however, following completion of the 12 month trial the provider has revised the pricing structure and it no longer represents value for money. Therefore People Forum agreed in August, that HR would develop its own anonymous questionnaire, using Survey Monkey, which is now operational.

#### **Information learnt from leavers exit information.**

- 2.9 The information provided by leavers from the Royal Borough has been analysed and lessons learnt can be summarised in the following six points:
- Many of the factors identified by leavers reflect the feedback from staff from the staff survey.
  - Three out of the top four influencing factors relate to the perception of senior leadership.
  - Feeling appreciated is a key factor for staff.
  - Workload and work life balance feature as influencing factors.

- Over one quarter of staff leaving were high performers.
- The proportion of leavers from Adult, Children and Health Services was slightly higher than the proportion they represent of the workforce.

2.10 HR have reviewed the information from leavers and cross referenced with the people action plan already in place from the staff survey, organisational development plan and information from the well being plan. The current people action plan already addressed many of the themes from the exit survey feedback; however, five additional actions have been added:

- Performance management training to be offered to all managers which will include section on recognition / appreciation of good performance (refer to action point 10 on appendix B)
- Celebration of internal promotions via Borough Bulletin, with personal communication from the Director (point 16).
- Directorate Management Team meeting minutes published in the same area on Hyperwave as Corporate Management Team meeting minutes (point 24).
- Names of staff who receive an honorarium payment and their achievement to be published every two months (point 32).
- Demonstrate recognition for staff using SADC compliment information (number compliments: number in team). Publish top three in Borough Bulletin (point 33).

Option	Comments
Employment Panel note and approve the action plan.  <b>This is the recommended option.</b>	Many of the actions identified have already been implemented.
Employment Panel does not approve the action plan.  This is not recommended.	

### 3 KEY IMPLICATIONS

#### 3.1

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Refer to the Action Plan					As set out in the Action Plan.

### 4. FINANCIAL DETAILS

#### Financial impact on the budget

- 4.1 There is no direct financial impact, however, if voluntary turnover can be reduced then the direct and indirect costs associated with recruitment, induction etc. can be reduced.

**5. LEGAL IMPLICATIONS**

5.1 None.

**6. VALUE FOR MONEY**

6.1 The new in-house survey is more cost effective than the annual subscription to an external service.

**7. SUSTAINABILITY IMPACT APPRAISAL**

7.1 None.

**8. RISK MANAGEMENT**

8.1

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>

**9. LINKS TO STRATEGIC OBJECTIVES**

9.1 Retaining and motivating good quality staff will support the council in the delivery of all of its strategic objectives.

**10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION**

10.1 None.

**11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS**

11.1 Covered in the Action Plan.

**12. PROPERTY AND ASSETS**

12.1 None.

**13. ANY OTHER IMPLICATIONS**

13.1 None.

**14. CONSULTATION**

14.1 Considered by People Forum on 13 September. Their comments incorporated into the Action Plan.

**15. TIMETABLE FOR IMPLEMENTATION**

15.1 Refer to Action Plan.

## 16. APPENDICES

- Appendix A – Influencing factors.
- Appendix B - Action Plan.

## 17. BACKGROUND INFORMATION

- None.

## 18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Cllr L Targowska	Lead Member	18/11/16		
Russell O'Keefe	Strategic Director Corporate and Community Services	CMT 12 Oct		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	CMT 12 Oct		
Simon Fletcher	Strategic Director Operations and Customer Services	CMT 12 Oct		
Rob Stubbs	Head of Finance	CMT 12 Oct		
	Cabinet Policy Officer			
People Forum		13/9/16	13/9/16	
<b>External</b>				

## Appendix A – influencing factors

Expectations	1. The quality of your company's induction training
	2. The job was not what you expected
	3. The workplace/facilities were not what you expected
Job/Employee Match	4. How interesting/challenging you found your work
	5. You decided to change careers/return to education
	6. You had an unexpected job/career opportunity
	7. You were moving house
	8. Family reasons
	9. Health reasons
	10. Inheritance/monetary windfall
	11. Your suitability for the role
Value and Appreciation	12. You had an unsuccessful application for another role in the business
	13. How often your work was appreciated
	14. Equipment or resources you were provided
	15. Your physical work environment e.g. light, space etc.
	16. The pay you received
	17. Employee benefits and bonuses other than basic pay
Stress	18. The amount of freedom you had to do your best work
	19. Your work/life balance
	20. Your workload
	21. How much demand there was on you to perform
	22. Your relationship with co-workers/other departments
	23. Discrimination (treated differently to other colleagues)
	24. Bullying
	25. Time to travel to work
Communication	26. Amount of hours worked
	27. Communication of what your employer expected of you
	28. Encouragement for your ideas and input
	29. Amount of feedback you received about your performance
	30. Amount of feedback you received about the company's success and goals
Professional growth	31. Communication between co-workers/departments
	32. Professional training and development opportunities
	33. Career path opportunities
	34. Job posting processes
Leadership	35. Job security/future of company
	36. Trust/confidence in the senior leadership
	37. Communication from senior leadership
	38. Honesty/integrity/ethics of the leadership
	39. Respect or support from your line manager
	40. Your line manager's leadership skills
41. Your line manager's knowledge/ability	

## APPENDIX B

### PEOPLE ACTION PLAN

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
Clear strategic direction	Staff survey	1	Strategic priorities (corporate strategy) and the council's transformation strategy to be communicated regularly to staff via direct communication and cascaded through management team meetings.	Ongoing	% of staff who have confidence in the leadership skills of the senior leadership team	Strategic priorities are being communicated via DMT meetings and cascaded through team meeting.  Additionally, senior leaders are holding face to face events for staff. This has already occurred to great success in ACH and OCS
		2	Bitesize eLearning on the council's strategic priorities (corporate strategy) to be produced and offered to all staff.	Jul 2016		Strategic priorities are available to view on Hyperwave and also within the councils learning management system, Quality Matters.
		3	Employees to be engaged in the development of their directorate's business plan and their team's plan so every employee understands how what they do contributes to the strategic priorities and has the opportunity to play a part in shaping the practical plans for their delivery.	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Directorate business plans and staff survey action plan have been developed following senior leader engagement with staff.
		4	Employees to be regularly encouraged to put forward ideas and options for improvements, transformation and savings to their head of service or strategic director to inform the council's ongoing transformation strategy and programme.	Ongoing		Senior leaders are now encouraged to conduct back to the floor visits, where they interact with staff and ask for suggestions.  A staff forum is being set in which staff will have input into strategic direction of the council.  Staff are being asked for their opinions



Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
						on a variety of strategic projects through working groups, for instance pay reward and staff survey.
		5	Staff roadshows to take place across all council sites where senior leadership will present the strategic priorities (corporate strategy).	Jan 2017		Planning ongoing
Clarity in how strategy is to be executed	Staff survey	6	Senior leadership to regularly communicate aspirations and messages of members to teams to reduce the risk of conflicting messages being delivered.	Jan 2017	% of staff who have confidence in the leadership skills of the senior leadership team  % of staff who have confidence in the leadership skills of members	Ongoing via DMT's
		7	Senior leadership commit to working more collaboratively with teams to determine the best way to execute corporate strategy.	Ongoing	% of staff who agree the senior leadership team exhibit the CREATE values	Ongoing through development of business plan
		8	Same as action 3	Aug 2016	% of staff who agree	
		9	Performance management to be made more visible in the organisation so that all employees understand how the council is getting on in achieving the strategic priorities. This will also be part of the regular staff roadshows – see action 5.	Oct 2016	they would be happy to be still working at the council in 12 months time	HR workshops in performance management are taking place every two months.  Performance management is being reinforced through managers attending objective setting and appraisal workshops.  Staff are given the opportunity to be

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
						part of the pay reward task and finish group.  Regular communications on performance management are in borough bulletin.
	<b>Staff survey / exit interview feedback</b>	<b>10</b>	<b>Performance management training to be offered to all managers which will include section on recognition / appreciation of good performance</b>	<b>Oct 2016</b>		
Staff agility	Staff survey / Organisational Development Strategy	11	Learning and Development opportunities to be offered to staff, specifically around change management and resilience.	Jul 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Available on Quality Matters and have been advertised as module of the week in borough bulletin.
		12	Benefits of and rationale for recent change to be communicated to all staff.	Aug 2016		Through team meetings and also engaging staff in directorate business plans.  Messages on change reinforced through staff events.
		13	Skills matrix to be undertaken throughout the council to identify skills gaps and high potential talent.	Sep 2016		Ongoing
		14	Each directorate to identify potential 'rising stars' as part of a 'grow your own approach' to develop future senior managers and fill key posts and determine a range of bespoke opportunities for each to support their future development e.g. project work, mentoring by a senior officer etc.	Sep 2016		Ongoing
		15	Development plans to be included as part of performance management appraisals	Oct 2016		Training in performance management, appraisals and objective setting reinforces this message.
	<b>Exit interview feedback</b>	<b>16</b>	<b>Celebration of internal promotions via Borough Bulletin, with personal communication from the Director</b>	<b>From Nov 2016</b>		

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
Shared values among all staff	Staff survey / Organisational Development Strategy	17	CREATE values to be reinforced and promoted through communications to staff.	Jul 2016	% of staff who agree the senior leadership team exhibit the CREATE values  % staff who agree their manager exhibits the CREATE values the majority of the time	CREATE values are promoted on Hyperwave.  In addition, all personal development training inc presentation skills and customer services includes information on CREATE.  CREATE values reinforced through performance management process.
		18	Staff conference to take place to encourage collaborative working across the council and to promote the councils strategy and direction.	Jan 2017	% of staff who are satisfied with RBWM as their employer	Changed to directorate level sessions and away days to encourage staff understanding of the council strategy.
		19	Cross departmental shadowing and secondment opportunities should be researched and offered to staff	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Under review by HR
		20	Promotion of staff's good work in their roles across the organisation through effective communications, including: <ul style="list-style-type: none"> <li>• Profiles of staff and their roles included in Borough Bulletin.</li> <li>• Key achievements of teams highlighted in Borough Bulletin.</li> </ul>	Jul 2016	% of staff who are satisfied with RBWM as their employer	Good work has been highlighted via Borough Bulletin.  Further work of highlighting specific job roles and individuals is underway to ensure that all staff have an understanding of what colleagues in different departments do.
Suitable working environment	Staff survey	21	Staff to be asked how we can improve their working environment, specifically in relation to improving office tidiness and smarter working.	Aug 2016	% of staff who are satisfied with RBWM as their employer	Continuing with engagement from transformation champions.

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
and resources		22	Review of working areas to be undertaken to ascertain if quiet areas can be established to allow staff to work free from distraction.	Aug 2016		An in-depth review has happened in York House with improvements already in place.
		23	Hyperwave to be reviewed and improved to use its entire functionality, e.g. utilising the peer networking functions.	Dec 2016		Ongoing
Trust in leadership	<b>Exit interview feedback</b>	<b>24</b>	<b>Directorate Management Team meeting minutes published in the same area on Hyperwave as Corporate Management Team meeting minutes</b>	<b>From Nov 2016</b>	% of staff who have confidence in the leadership skills of the senior leadership team	
	Staff survey	25	Leadership Masterclasses to be undertaken, with external speakers, specifically in: <ul style="list-style-type: none"> <li>• How to improve staff satisfaction</li> <li>• How to build high performing teams</li> <li>• Effective leadership</li> <li>• Managing through change</li> </ul>	Sep 2016		Masterclass to take place on 20 <sup>th</sup> Sep. Further masterclasses being sourced.
		26	Senior leaders and members to conduct <i>'back to the floor'</i> visits to improve visibility and approachability.	Aug 2016		Ongoing, paper went to People Forum in July and senior leaders are now undertaken this. L&D will review impact in January.
		27	All staff to meet their lead member as part of their induction.	Dec 2016		% of staff who have confidence in the leadership skills of members
Clear operational processes	Staff survey	28	Through continued undertaking of fundamental service reviews, operational processes to be streamlined.	Ongoing	% project objectives met in full	Ongoing

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
		29	5% of staff to be trained in how to conduct an fast fundamental service review	Jan 2017	% of projects completed on time and to original budget	Training was provided in conducting a FFSR in an agile approach.  Learning of how to complete an FFSR is considered on the job learning.
Staff empowerment	Organisational Development Strategy	30	Staff Survey 2016 results and action plan to be communicated to staff.	Jun 2016	% of staff who are satisfied with RBWM as their employer	Complete
		31	Staff to be encouraged via senior leadership to take accountability for making decisions and not relying on being directed.	Ongoing		Ongoing
	Exit interview feedback	32	<b>Names of staff who receive an honorarium payment and their achievement to be published every two months</b>	<b>From Nov 2016</b>		
	33	<b>Demonstrate recognition for staff using SADC compliment information (number compliments: number in team). Publish top three in Borough Bulletin</b>	<b>Feb 2017</b>			
Multi-skilled workforce	Organisational Development Strategy	34	Training needs analysis to be completed to ensure that the council has the correct skills within its workforce. This TNA will focus 50% on the skills needed now and the 50% on the skills needed for the future.	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	TNA will be launched earlier than expected in mid September.
		35	Cross departmental shadowing opportunities to be made available for staff to increase skills and improve organisational knowledge for staff	Jan 2017		Currently being reviewed by HR.
		36	Opportunities for cross departmental secondments to be reviewed which will allow staff to develop skills in new areas and improve resilience in departments	Jan 2017		A secondment policy is currently being reviewed by HR.
		37	15% of staff to be trained in Agile Project Management	Dec 2016		% project objectives met in full  % of projects

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
					completed on time and to original budget	currently developing a programme of Agile training for staff.
Customer focused workforce	Organisational Development Strategy	38	Customer service training to be offered to all staff to promote a customer focused workforce	Oct 2016	% of residents who are overall very satisfied or fairly satisfied with RBWM	Customer service awareness training is now available as a half day face to face course. This is being made mandatory in operations and customer services.  eLearning available on Quality Matters.
Talent management	Organisational Development Strategy	39	Skills matrix of all staff to be undertaken, this will support succession planning for the council	Sep 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Being undertaken, work already commenced in Corporate and community services. Date will move to Jan 2017.
		40	Exercise to identify high potential talent in each service area to be undertaken as part of mid year reviews	Oct 2016		Mid year reviews scheduled for October 2016.
Effective leadership	Organisational Development Strategy	41	RBWM vision of leadership to be developed to show what that council expects from its leaders	Aug 2016	% of staff who have confidence in the leadership skills of the senior leadership team	Leadership principles have been developed and will be launched to SLT on 20 <sup>th</sup> September.
Resilient workforce	Wellbeing strategy	42	Resilience training to be developed and offered to all staff	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	eLearning on personal resilience available on Quality Matters, this has been advertised as a module of the week on Borough Bulletin
		43	Benefits and rationale for recent changes to be communicated to all staff to ensure that staff understand the rationale and appreciate that change is a necessary part of business improvement	Oct 2016	% of staff who are satisfied with RBWM as their employer	Through team meetings and also engaging staff in directorate business plans.

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
						Messages on change reinforced through staff events.
		44	Stress Awareness training will be provided to staff and targeted at line managers to ensure that staff are aware of when to notice the signs of stress in themselves and in their colleagues.	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Some training is currently available on Quality matters for staff, further training communication on identifying signs of stress will appear in Borough Bulletin.
Healthy workforce	Wellbeing Strategy	45	Implement an early intervention approach for absences including early referral to occupational health	Jan 2017	% of staff who agree they would be happy to be still working at the council in 12 months time	Covered under new absence management courses run by HR business partners.  Figures will be reviewed at mod year.
		46	Implement an early intervention approach for stress/mental health absences including day one referral to the council's employee counselling service, regular contact during absence, early referral to occupational health and a back to work protocol	Jan 2017		Covered under new absence management courses run by HR business partners.  Figures will be reviewed at mod year.
		47	Provide line managers with Mental Health First Aid training	Jan 2017	% of residents who are overall very satisfied or fairly satisfied with RBWM	Training is available – will review feedback and evaluate impact
		48	Identify and promote health awareness resources for staff in the current Healthy Working area on hyper wave	Jan 2017		Area being developed