

**Appendix C – Market Rate Supplement Analysis including Turnover Information for 2011/12, 2012/13 and 2013/14 (as at 28th March 2014)**

Area	2011/12	2012/13	2013/14
	Voluntary Turnover Rate	Voluntary Turnover Rate	Voluntary Turnover Rate
<b>CBC</b>	<b>10.00%</b>	<b>9.52%</b>	<b>10.79%</b>
<i>Assets</i>	11.76%	18.64%	6.38%
<i>Finance</i>	8.78%	6.00%	2.72%
<i>ICT</i>	10.13%	14.29%	19.48%
<i>Child Serv Ops</i>	13.83%	11.18%	16.97%
<i>Learn&amp;Strat Com / Comm &amp; Part / School Imp</i>	11.94%	13.10%	17.19%
<i>Adult Soc Care</i>	11.54%	11.03%	9.93%
<i>Business &amp; Perf / Resources</i>	4.00%	3.39%	10.77%
<i>CS, PP, W&amp;L / Environmental Services</i>	1.94%	5.26%	10.39%
<i>Highways &amp; Tran</i>	7.21%	6.90%	13.98%
<i>Planning</i>	5.38%	4.64%	5.26%