

Appendix D – Market Rate Supplement Analysis Turnover Information for 2015/16, 2016/17 and 2017/18

Area	2015/16	2016/17	2017/18
	Voluntary Turnover Rate	Voluntary Turnover Rate	Voluntary Turnover Rate
CBC	13.41%	12.30%	12.08%
<i>Public Protection & Transport</i>		12.31%	13.60%
<i>CS, PP, W&L</i>	16.10%		
<i>Highways & Tran</i>	14.62%		
<i>Financial Services</i>	7.81%	9.87%	15.73%
<i>Community Services</i>			50.00%**
<i>Information Technology</i>	26.25%	10.87%	2.04%
<i>Safeguarding (was Child Serv Ops)</i>	12.44%	17.97%	9.07%
<i>Commissioning</i>	15.79%	12.28%	
<i>School Improvement</i>		10.53%	
<i>Children's Serv</i>			56.25%**
<i>Transformation</i>			3.67%
<i>Adult Social Care</i>	15.04%	13.62%	14.94%
<i>Social Care H&H*</i>		0.00%	8.33%
<i>Business & Investment</i>			16.28%
<i>Development Infrastructure</i>	8.86%	7.88%	21.92%

*Social Care H&H includes a small number of employees. In 15/16, there were no MRS recipients, hence no turnover calculation. A staff member within this area began to receive an MRS during 16/17. Given the small number of staff, a turnover of 0% is highly probable and a small number of leavers causes a noticeable turnover rate.

** Particularly small staff grouping making turnover appear disproportionately high.