

## **The Vale of Glamorgan**

### **Corporate Performance and Resources Scrutiny Committee - 21 September 2017**

#### **Report of the Managing Director**

#### **Employee Turnover Report - April 2016 to March 2017**

##### **Purpose of the Report**

1. To provide an update on employee turnover rates within the Council, for the period 1st April 2016 to the 31 March 2017.

##### **Recommendation**

It is recommended that Scrutiny Committee consider the position in relation to employee turnover.

##### **Reason for the Recommendation**

To bring matters to the attention of Members of the Scrutiny Committee in line with corporate objectives.

##### **Background**

2. This report has been prepared to provide an up to date analysis of employee turnover and as part of the Council's workforce planning considerations.
3. Employee turnover has been assessed on the basis of the number of employees leaving the Council as a percentage of the total number of staff (headcount) employed by the Council.
4. This report presents the turnover figures between April 2016 and March 2017, and compares them with those reported between April 2015 and March 2016 to assist performance monitoring over both periods.

##### **Relevant Issues and Options**

5. The figures for the period April 2016 to March 2017 indicate a decrease in turnover (from 10.76% to 10.14%), in comparison to the same period in the previous year. The total number of leavers decreased from 582 to 532. Corporate turnover has decreased over the two year period from 12.85% to 10.68%, and turnover in Schools has increased from 8.89% to 9.67%.

6. A comparison of the employee turnover rate is set out in the table below:

	April 2015 to March 2016		April 2016 to March 2017	
	Number of leavers	% of headcount	Number of leavers	% of headcount
Corporate total	328	12.85%	262	10.68%
Schools total	254	8.89%	270	9.67%
Grand total	582	10.76%	532	10.14%

7. Overall, voluntary turnover (where employees have chosen to leave the employment of the Council) has increased from 7.00% to 7.49% during the period. Corporate voluntary turnover has increased from 8.03% to 8.19%, whilst voluntary turnover in Schools has increased from 6.09% to 6.87%.

8. A comparison of voluntary turnover is set out in the table below:

	April 2015 to March 2016		April 2016 to March 2017	
	Number of voluntary leavers	% of headcount	Number of voluntary leavers	% of headcount
Corporate total	205	8.02%	201	8.19%
Schools total	174	6.09%	192	6.87%
Grand total	379	7.00%	393	7.49%

9. Appendix A identifies the reasons for leaving that make up the voluntary/involuntary turnover categories.

### Turnover by Directorate

10. Overall corporate levels of turnover during April 2016 to March 2017 have decreased across the majority of Directorates (Managing Director and Resources, Environment and Housing Services, and Learning and Skills) with Social Services showing an increase during the period in comparison to last year. The highest percentage of turnover is in Social Services (13.24%) and the lowest percentage of turnover is in Environment and Housing (9.14%).

11. A table showing the overall turnover rate within each Directorate is shown below and a further breakdown of each Directorate into Services can be found in Appendix B.

Directorate	April 2015 to March 2016		April 2016 to March 2017		Direction of travel
	Number of leavers	% of headcount	Number of leavers	% of headcount	
Environment and Housing	115	12.78%	77	9.14%	↓
MD and Resources	66	13.64%	53	11.19%	↓
Learning & Skills	73	14.11%	46	9.43%	↓
Social Services	74	11.35%	86	13.24%	↑
Schools	254	8.89%	270	9.67%	↑
Total	582	10.76%	532	10.14%	↓

12. Voluntary turnover accounts for 74% of all leavers from April 2016 to March 2017.

13. Similar to overall turnover across each Directorate in paragraph 10, voluntary turnover levels have decreased in Managing Director and Resources, and Learning and Skills whilst Environment and Housing, and Social Services have increased during the period in comparison to last year. Social Services have the highest percentage of employees that have chosen to leave the Council in this period (10.62%).
14. The level of voluntary turnover in schools has increased (6.87%) compared to the previous year (6.09%).
15. A table showing the voluntary turnover rate within each Directorate is shown below and a further breakdown of voluntary turnover across Services can be found in Appendix C. The turnover rates since 2012/13 can be found in Appendix F.

Directorate	April 2015 to March 2016		April 2016 to March 2017		Direction of travel
	Number of voluntary leavers	% of headcount	Number of voluntary leavers	% of headcount	
Environment and Housing	56	6.22%	56	6.65%	↑
MD and Resources	52	10.74%	43	9.08%	↓
Learning & Skills	40	7.72%	33	6.76%	↓
Social Services	57	8.74%	69	10.62%	↑
Schools	174	6.09%	192	6.87%	↑
Total	379	7.00%	393	7.49%	↑

### Turnover by leaving reason

16. Voluntary resignations have increased during April 2016 to March 2017 compared to the same period last year from 298 (5.51%) to 322 (6.14%). Retirements have decreased from 86 leavers in 2015/16 to 66 leavers in 2016/2017.
17. The level of involuntary turnover has decreased from 3.66% in 2015/16 to 2.74% in 2016/17. The number of dismissals has marginally increased over the reporting period from 24 leavers to 25 leavers. The number of end of temporary contracts slightly decreased during in the period April 2016 to March 2017. The number of redundancies reduced from 84 leavers in 2015/16 to 39 leavers in 2016/17. 1 leaver during the first half of 2016 was due to a TUPE transfer out of the authority.
18. The Council has a redeployment procedure which is designed to support employees who are at risk of redundancy to find suitable alternative employment opportunities in the Council. For the reporting period 1 April 2016 to 31 March 2017, there have been 11 successful redeployment outcomes.
19. A detailed breakdown of reasons for leaving is set out in the table below:

Leaving reason	April 2015 to March 2016		April 2016 to March 2017	
	Number of leavers	% of headcount	Number of leavers	% of headcount
Dismissal	24	0.44%	25	0.48%
End of temporary contract	48	0.89%	46	0.88%
Retirement	86	1.59%	66	1.26%
Resignation	298	5.51%	322	6.14%
Redundancy	84	1.55%	39	0.74%
TUPE out	5	0.09%	1	0.02%
Other	37	0.68%	33	0.63%
Total	582	10.76%	532	10.14%

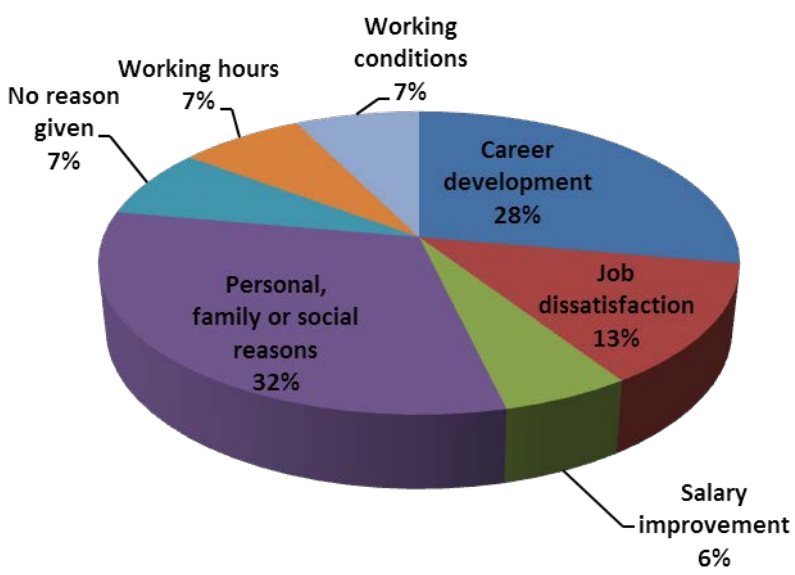
20. In terms of resignations from specific occupational groups, these were predominantly school based with the highest resignations being Teachers (61 resignations). This was followed by Learning Support Assistants (57 resignations) and Midday Supervisors (22 resignations). Corporately, the highest number of resignations came from Social Workers (10 resignations) and Cleaners (10 resignations). A table showing the Top 10 occupational groupings where employees resigned can be found in Appendix D.

**Exit interviews / questionnaires**

21. Exit questionnaires continue to play a key role in identifying the reasons why people have chosen to leave employment with the Council. During the period April 2016 and September 2016, 54 people (27% of corporate voluntary leavers) took the opportunity to complete and return an exit questionnaire. This is in comparison to 19% of corporate voluntary leavers that completed and returned an exit questionnaire over April 2015 to March 2016 and 12% of corporate voluntary leavers that completed exit questionnaires over the period April 2014 to March 2015.

22. Of the exit questionnaire responses, the main reason given for looking for alternative employment was for "personal, family or social reasons" (32%), followed by "career development" (28%) and "job dissatisfaction" (13%).

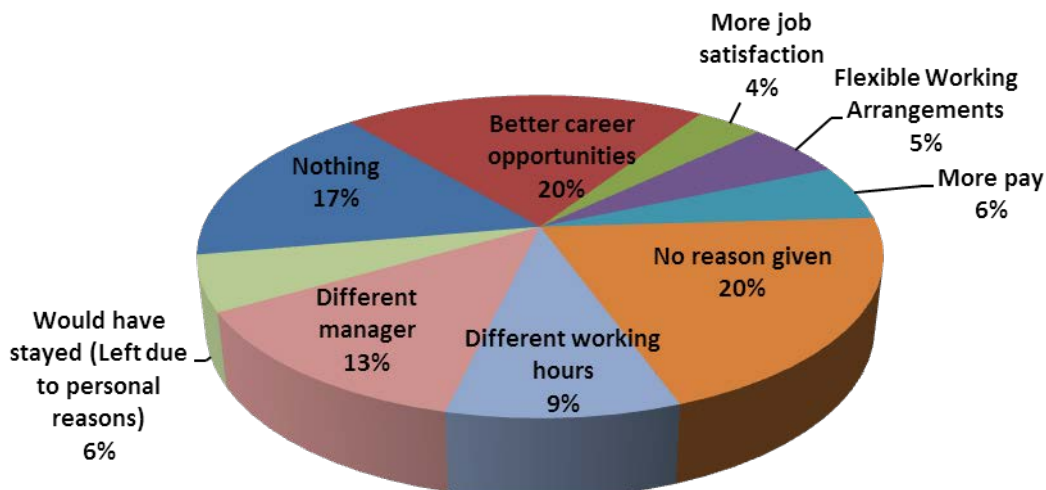
23. The complete range of responses to "what made you look for alternative employment?" can be seen below:



24. The main reason given from former employees that indicated a reason for accepting a new job was that they believed they would receive "better career opportunities" (30%) in alternative employment.

25. The main reason provided as to what would have encouraged leavers to stay with the Council was "better career opportunities" (20%). This was followed by "nothing" (17%) and "different manager" (13%). 20% of respondents did not provide a reason as to what would have enticed them to stay and this may be due to personal reasons as to why they left the Council. 6% of staff stated that they would have stayed with the Council had they not left due to a personal reason.

26. The following graph shows the responses that employees gave when asked what would have encouraged them to stay with the Council:



27. The Council advertises vacancies internally to promote career opportunities and internal progression for existing employees. Vacancies were only advertised externally for specialist roles or where there are insufficient numbers of eligible internal applicants. Members will also be aware of the current focus on training and development as set out in the Council's Staff Charter (as referred to below).

### **Wider Staff Engagement and link to Turnover / Retention**

28. The new Staff Charter was launched in September 2016 following endorsement by both staff and the trade unions. The Charter sets out the mutual expectations of staff and managers in a 'reshaped' working environment and the basis for a clearer employment relationship.
29. The Charter was the product of conferences, briefing sessions and workshops with over 1800 employees and launched a number of work streams in relation to employee communications, recognition and development. Over 300 managers/supervisors attended Staff Charter briefing sessions during the first two weeks of September 2016 in order to ensure an understanding of the principles behind the Charter and to help in the delivery of its expectations.
30. The importance of employee engagement and the link with employee retention and performance is clear and was one of the drivers behind the launch of the new Staff Charter in September 2016. Progress continues to be made in delivering the 15 actions points/commitments within the Charter and a number of associated work streams. Examples of such work are set out below:-
- Review and relaunch of the Council's Appraisal Scheme (#itsaboutme)
  - Review and relaunch of the Council's Induction Programme (Welcome to the Vale)
  - Pilot of a succession planning and talent management programme
  - Design and launch of a new Management Competency Framework
  - Strengthening of the Council's Leadership Café
  - Launch of the new Employee Assistance Programme (Care First)

- Launch of the new Newsnet communication process
  - Progression of the 'developing my skills' workstream
  - Recruitment of Staff Charter champions from across all Directorates
  - Planning for an annual staff awards event
31. The impact of the above will be measured in the new employee survey due to be launched in October 2017 and will impact positively on key HR indicators over the current financial year. More specifically it is hoped that the initiatives will begin to respond to the issues as highlighted in paragraphs 21 to 27 above.
32. A detailed update on progress relating to the Staff Charter actions can be found in Appendix E.

### Turnover by Year

33. Since 2012/13, the overall turnover rate of staff has varied from year to year. However, it should be noted that a number of TUPE exercises such as Leisure Services in 2012 have taken place which may explain this variation in overall turnover.
34. In terms of voluntary turnover, the figures have shown an increase from 330 in 2012/13 to 393 in 2016/17.
35. The below table shows the figures for each year between 2012/2013 and 2016/2017.

	Overall Turnover		Voluntary Turnover	
	Number of leavers	% of headcount	Number of leavers	% of headcount
2012 / 2013	558	10.28%	330	6.08%
2013 / 2014	468	8.64%	354	6.53%
2014 / 2015	489	9.08%	353	6.55%
2015 / 2016	582	10.76%	379	7.00%
2016 / 2017	532	10.14%	393	7.49%

### Turnover in wider comparison

36. The CIPD Resourcing and Talent Planning Survey (2017) found that the overall rate of turnover for 2016/17 was 16.5% and has shown an increasing trend since 2014. However, it should be noted that this turnover rate applies to all sectors. In terms of voluntary turnover, the report found that the turnover rate across all sectors was 10.0% in 2016/17.
37. XpertHR benchmarking research (2016) on labour turnover rates found the average overall labour turnover rate for public sector organisations was 14.7%. This is an increasing trend on the previous year's data which was 14.1%. The XpertHR research shows that the average voluntary turnover rate for public sector organisations was 10.5%. This shows a decreasing trend on the previous year's rate which was 11.5%.
38. On an annual basis, the Vale of Glamorgan Council and all other local authorities in Wales provide information to the regional Data Unit regarding the workforce profile of the Council. This allows comparison of information between local authorities. For

2015/16, the average percentage of turnover across 21 authorities (that submitted information) was 11.6%. In terms of voluntary turnover, the average percentage across local authorities in Wales was 7.92% in 2015/16.

39. The data for 2016/17 is due to be published in autumn 2017 and the comparison between the Vale and other authorities will be reported in the half-yearly turnover report 2017/18.
40. The overall turnover rate of 10.14% and voluntary turnover rate of 7.49% for the Vale of Glamorgan Council for 2016/17 is comparative with the above.

### **Resource Implications (Financial and Employment)**

41. The incidence of a high turnover has significant resource implications and places constraints on the ability to deliver a high quality service provision. The need to retain skilled and experienced staff is important as the Council responds to ongoing financial pressures, especially in areas where the Council continues to experience difficulties in recruiting, as highlighted in the workforce plan.

### **Sustainability and Climate Change Implications**

42. There are no sustainability and climate change implications directly arising from the content of this report.

### **Legal Implications (to Include Human Rights Implications)**

43. All legal implications including the Human Rights Act and Data Protection Act will have been considered within the implementation of policy provisions.

### **Crime and Disorder Implications**

44. There are no crime and disorder implications directly arising from the content of this report.

### **Equal Opportunities Implications (to include Welsh Language issues)**

45. Any turnover has the potential to impact the workforce profile and diversity of the Council. A stringent recruitment and selection policy, along with the Public Sector Equality Duty Action Plan, is in place to ensure equal opportunities in the recruitment and replacement of any leavers, ensuring the Council remains compliant with its obligations under the Equality Act.

### **Corporate/Service Objectives**

46. The Council should be mindful of the impact of turnover rates on the Council's ability to deliver corporate objectives.

### **Policy Framework and Budget**

47. This report is a matter for the Executive decision by the Cabinet.

### **Consultation (including Ward Member Consultation)**

48. The overall turnover figures are reported quarterly through the Corporate Indicators Quarterly Performance review process.

## **Relevant Scrutiny Committee**

49. Scrutiny Committee (Corporate Performance and Resources)

### **Background Papers**

Appendix A - Breakdown of leaving reasons

Appendix B - Breakdown of Directorate leavers by Services (April 2016 to March 2017)

Appendix C - Breakdown of Directorate voluntary leavers by Services (April 2016 to March 2017)

Appendix D – Breakdown of Top 10 Occupational Groups through Resignation

Appendix E - Staff Charter commitments update

### **Contact Officer:**

Reuben Bergman, Head of Human Resources

### **Officers Consulted**

Head of Financial Services

Senior Lawyer, Legal Services

### **Responsible Officer:**

Rob Thomas, Managing Director



## Appendix A - Breakdown of leaving reasons

Leaving reason	Leaving reason detail	Voluntary / Involuntary
Dismissal	Conduct/Performance	Involuntary
	Ill health	Involuntary
End of temporary contract	End of temporary contract	Involuntary
Retirement	Normal retirement	Voluntary
	Late retirement	Voluntary
	Ill health retirement	Voluntary
	Early retirement	Voluntary
	Early retirement - reduction waived	Voluntary
Resignation	Resignation to new employment within the Council	Voluntary
	Resignation - leaving the council	Voluntary
Redundancy	Redundancy - with pension release	Involuntary
	Redundancy - without pension release	Involuntary
	Efficiency of the service	Involuntary
TUPE Out	TUPE out	Involuntary
Other	Deceased	Involuntary
	Mutually agreed termination	Involuntary
	Career break	Voluntary

## Appendix B - Breakdown by Directorate/Services of leavers from employment (April 2015 - March 2016 and April 2016 - March 2017)

Directorate	Service	April 2015 to March 2016			April 2016 to March 2017		
		Leavers headcount	Average headcount	%	Leavers headcount	Average headcount	%
Environment and Housing Services	Building Services	43	313.5	13.72	31	285.5	10.86
	Director's Office	3	37	8.11	2	35.5	5.63
	Housing Services	7	63.5	11.02	7	68.5	10.22
	Shared Regulatory Services	43	204.5	21.03	15	185.5	8.09
	Visible Services and Transport	19	281.5	6.75	22	267.5	8.22
	<b>Total</b>	<b>115</b>	<b>900</b>	<b>12.78</b>	<b>77</b>	<b>842.5</b>	<b>9.14</b>
Resources	Democratic Services	1	21	4.76	3	20.5	14.63
	Financial Services	22	165.5	13.29	16	142.5	11.23
	Human Resources Service	6	44	13.64	5	51.5	9.71
	ICT Services	5	44.5	11.24	4	42	9.52
	Legal Services	3	29.5	10.17	2	31	6.45
	Performance and Development	10	70	14.29	7	75.5	9.27
	Regeneration and Planning	19	109.5	17.35	16	110.5	14.48
	<b>Total</b>	<b>66</b>	<b>484</b>	<b>13.64</b>	<b>53</b>	<b>473.5</b>	<b>11.19</b>
Learning & Skills	School Improvement & Inclusion	14	127	11.02	22	161.5	13.62
	Strategy, Community Learning and Resources (inc. Director's Office)	59	390.5	15.11	24	326.5	7.35
	<b>Total</b>	<b>73</b>	<b>517.5</b>	<b>14.11</b>	<b>46</b>	<b>488</b>	<b>9.43</b>
Social Services	Adult Services	48	383	12.53	50	383	13.05
	Children and Young People Services	18	207.5	8.67	27	209	12.92
	Business Management and Innovation (inc. Director's Office)	8	61.5	13.01	9	57.5	15.65
	<b>Total</b>	<b>74</b>	<b>652</b>	<b>11.35</b>	<b>86</b>	<b>649.5</b>	<b>13.24</b>
<b>Corporate Total</b>		<b>328</b>	<b>2553.5</b>	<b>12.85</b>	<b>262</b>	<b>2453.5</b>	<b>10.68</b>
Schools	Schools	254	2857	8.89	270	2793	9.67
<b>Overall total</b>		<b>582</b>	<b>5410.5</b>	<b>10.76</b>	<b>532</b>	<b>5246.5</b>	<b>10.14</b>

**Appendix C - Breakdown by Directorate/Services of Voluntary leavers from employment (April 2015 - March 2016 and April 2016 - March 2017)**

Directorate	Service	April 2015 to March 2016			April 2016 to March 2017		
		Leavers headcount	Average headcount	%	Leavers headcount	Average headcount	%
Environment and Housing Services	Building Services	18	313.5	5.74	22	285.5	7.71
	Director's Office	1	37	2.70	2	35.5	5.63
	Housing Services	6	63.5	9.45	6	68.5	8.76
	Shared Regulatory Services	20	204.5	9.78	11	185.5	5.93
	Visible Services and Transport	11	281.5	3.91	15	267.5	5.61
	<b>Total</b>	<b>56</b>	<b>900</b>	<b>6.22</b>	<b>56</b>	<b>842.5</b>	<b>6.65</b>
Resources	Democratic Services	0	21	0.00	2	20.5	9.76
	Financial Services	19	165.5	11.48	15	142.5	10.53
	Human Resources Service	6	44	13.64	4	51.5	7.77
	ICT Services	5	44.5	11.24	3	42	7.14
	Legal Services	3	29.5	10.17	1	31	3.23
	Performance and Development	8	70	11.43	5	75.5	6.62
	Regeneration and Planning	11	109.5	10.05	13	110.5	11.76
<b>Total</b>	<b>52</b>	<b>484</b>	<b>10.74</b>	<b>43</b>	<b>473.5</b>	<b>9.08</b>	
Learning & Skills	School Improvement & Inclusion	13	127	10.24	15	161.5	9.29
	Strategy, Community Learning and Resources (inc. Director's Office)	27	390.5	6.91	18	326.5	5.51
	<b>Total</b>	<b>40</b>	<b>517.5</b>	<b>7.73</b>	<b>33</b>	<b>488</b>	<b>6.76</b>
Social Services	Adult Services	34	383	8.88	41	383	10.70
	Children and Young People Services	17	207.5	8.19	21	209	10.05
	Business Management and Innovation (inc. Director's Office)	6	61.5	9.76	7	57.5	12.17
	<b>Total</b>	<b>57</b>	<b>652</b>	<b>8.74</b>	<b>69</b>	<b>649.5</b>	<b>10.62</b>
<b>Corporate Total</b>		<b>205</b>	<b>2553.5</b>	<b>8.03</b>	<b>201</b>	<b>2453.5</b>	<b>8.19</b>
Schools	Schools	174	2857	6.09	192	2793	6.87
<b>Overall total</b>		<b>379</b>	<b>5410.5</b>	<b>7.00</b>	<b>393</b>	<b>5246.5</b>	<b>7.49</b>

## Appendix D – Breakdown of Top 10 Occupational Groups through Resignation

Service Area	Position Name	Total
Schools	Teacher	61
Schools / Achievement for All *	Learning Support Assistant	57
Schools	Midday Supervisor	22
Building Services / Schools **	Cleaner	10
Adult Services / Children Services ***	Social Worker	10
Strategy, Community Learning and Resources / Adult Services ****	Kitchen Assistant	8
Achievement for All	Youth Worker	7
Adult Services	Care Assistant	7
Schools	Breakfast Club	5
Schools	Headteacher (or Assistant/Deputy)	5

\* Learning Support Assistants –  
Schools had 53 resignations and Achievement for All had 4 resignations

\*\* Cleaners –  
Building Services had 9 resignations and Schools had 1 resignation

\*\*\* Social Workers –  
Adult Services had 6 resignations and Children Services had 4 resignations

\*\*\*\* Kitchen Assistant –  
Strategy, Community Learning and Resources had 6 resignations and Adult Services had 2 resignations

## Appendix E - Staff Charter Commitments Update

	ISSUE	DATE	OWNER	STATUS	NOTES
1	The Charter will be sent to all existing and new employees of the Council	19/9/16	RB	Completed	Issued to 2500 employees on 19-9-16 alongside briefing sessions for managers and the first annual staff survey
2	The employee appraisal scheme will be reviewed and relaunched	01/9/16	RB	Completed	#itsaboutme scheme was launched on 1-9-16 alongside training and briefing sessions and e-learning package. Completion rates for 2017/18 have been recorded at 81% as at the end of August 2017.
3	A management development programme will be piloted	2017/18	HS	On track	The new MCF was launched in March 2017 and will now form the basis for a delivery plan and management development programme over the next 2 years.
4	A succession planning and talent management programme will be piloted	2016/17	HS	On track	Pilot scheme in place for a range of posts as agreed by CMT. Scheme needs evaluation and extension for 2017/18

5	The Council will continue to develop and promote the Leadership Café	2016/17	RB	Completed	Infrastructure for LC has been strengthened and a full programme for 2017 is in progress. Events have been held in each month from January to August 2017.
6	The effectiveness of all communication methods will be reviewed and improved	2016/17	RJ	On track	The new Newsnet Initiative was launched in July 2017 following the work of the 'improving communications group. Work continues to expand communication channels for those employee without email access at work
7	A Staff Editorial Team will be formed to help shape the Core Brief Process	2016/17	RJ	On track	See above
8	A Staff Engagement Group will be formed to maintain dialogue with CMT	2016/17	RB	Completed	The group is now well established and will be meeting for the fourth time on 6 <sup>th</sup> September to review progress against the Staff Charter commitments. The focus for the next meeting will be on Employee Recognition
9	Standards for team meetings/contact will be developed for use across all areas	2017/18	TC	To be progressed	Focus for this will be refreshed over the next 4 weeks

10	A skills audit will be undertaken and 'passport to training' scheme launched	2017/18	OD/TRG Manager	To be progressed	The project plan for this workstream will be progressed following the appointment of the Council's new Organisational Development and Training Manager
11	Ideas in relation to regular recognition events will be explored and implemented	2017/18	RB	To be progressed	Work in relation to the 'recognition' is being progressed in four workstreams areas inc.: <ul style="list-style-type: none"> <li>• Annual awards event</li> <li>• Give and gain charitable working</li> <li>• Individual recognition schemes</li> <li>• Employee Benefits</li> </ul> The work is being sponsored by the MD.
12	The Council will launch a new Employee Assistance Programme	2016/17	AD	Completed	The Care First Employee Assistance Programme is now operational and is being promoted across all service areas
13	HR Policies will be reviewed with the unions to support expectations in the Staff Charter	2016/18	RB	Ongoing	MOA and staff protection scheme now relaunched. Flexi, Grievance and Disciplinary Scheme under consideration. The new HR Service Centre will be launched on 1-10-17
14	Ideas for a suggestion or ideas scheme will be sought and launched	2017/18	OD&TRG Manager	To be progressed	Work in relation to this workstream continues to develop and will be reviewed in the final quarter of 2017/18.

15	The effectiveness of the Staff Charter will be reviewed/evaluated on a regular basis	2016/20	RB	Completed & Ongoing	The Staff Charter Employee Survey will be relaunched in October 2017 and compared against the first 'benchmark' survey in September 2016
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## Appendix F – Turnover rates since 2012/13

1. Since 2012/13, the overall turnover rate of staff has varied from year to year. However, it should be noted that a number of TUPE exercises such as Leisure Services in 2012 have taken place which may explain this variation in overall turnover.
2. In terms of voluntary turnover, the figures have shown an increase from 330 in 2012/13 to 393 in 2016/17.
3. The below table shows the figures for each year between 2012/2013 and 2016/2017.

	Overall Turnover		Voluntary Turnover	
	Number of leavers	% of headcount	Number of leavers	% of headcount
2012 / 2013	558	10.28%	330	6.08%
2013 / 2014	468	8.64%	354	6.53%
2014 / 2015	489	9.08%	353	6.55%
2015 / 2016	582	10.76%	379	7.00%
2016 / 2017	532	10.14%	393	7.49%