

**BRISTOL CITY COUNCIL**

**HR COMMITTEE**

**16<sup>th</sup> January 2014**

**Report of:** Service Director: HR and OD

**Title:** Workforce Dashboard - Metrics and Analysis as at 30<sup>th</sup> November 2013.

**Ward:** N/A

**Officer Presenting Report:** Mark Williams, Service Manager: People Strategy

**Contact Telephone Number:** 0117 92 24838

**RECOMMENDATION**

Members are asked to note the contents of the report

**Summary**

The report and accompanying workforce dashboard provide an overview of organisational performance against a range of workforce measures.

**The significant issues in the report are:**

- The Council's headcount has reduced by 6.4% since November 2012.
- Workforce spend has decreased by 4.24% since November 2012
- The Council's turnover rate is 18% of which 3.8% is voluntary turnover i.e. resignations.
- The average sickness rate per employee was 7.87 days compared to 8.02 days in November 2012

**Policy**

1. Not applicable to this report.

**Consultation**

## **2. Internal**

The Strategic Leadership Team receives a monthly Workforce Dashboard report. In addition, workforce information such as sickness absence is published and reported to the Executive and Scrutiny on a quarterly basis.

## **3. External**

Not applicable.

## **4. Context**

It is essential to have high quality information on organisational performance to enable intelligent decision making and effective performance management. Within Bristol City Council, the quality of workforce information has been variable and difficult to analyse. Therefore, it has been difficult to draw clear conclusions in relation to changes taking place with the Council's workforce.

The new Workforce Dashboard has been designed to provide much clearer information on trends and performance. It provides a high level summary analysis of organisational performance covering workforce numbers / spend, retention levels, turnover and absence rates etc. It also includes information on reasons for absence and usage of the new Employee Assistance Programme.

## **5. Proposal**

Members are asked to provide their comments and observations on the Workforce Dashboard to inform future HRC agenda items.

## **6. Other Options Considered**

Not applicable

## **7. Risk Assessment**

Not applicable as the report is for information purposes only.

## **Public Sector Equality Duties**

- 8a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for

persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
    - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
  - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
    - tackle prejudice; and
    - promote understanding.
- 8b) The diversity of the workforce of the Council’s is regularly reviewed and analysed. A Workforce Diversity report is published bi-annually. The report provides information on starters and reasons for leaving as well as a range of other information. The Council also has targets in relation to improving the diversity of the workforce.

## **Legal and Resource Implications**

### **Legal**

No advice sought.

### **Financial**

#### **(a) Revenue**

No advice sought.

**(b) Capital**

N/A

**Land**

Not applicable

**Personnel**

There are no implications arising from this report.

**Appendices:**

Workforce Metrics and Analysis (30<sup>th</sup> November 2013)

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

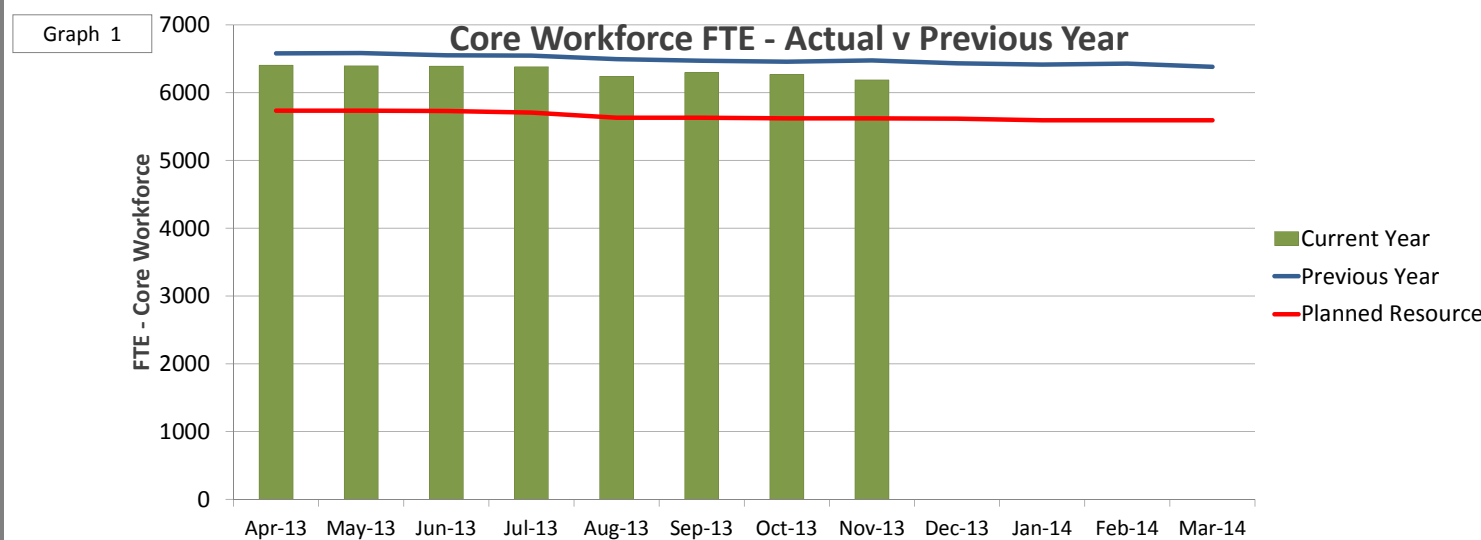
**Background Papers:**

None

Workforce Size and Costs

Table 1		Current Workforce Size		Comparison with Previous/Planned					
FTE	Current Month		Previous Month		Previous Year		Benchmark Data TBC		
	TOTAL	% Core workforce - Active	TOTAL	% Change in Current from previous month	TOTAL	% Change in Current from same mth in previous year	Total	% Core workforce - Active	% Change in Current from Start of year
Permanent	5,778.76	93.4%	5,815.73	-0.6%	6,067.90	-4.8%			
Fixed Term	407.97	6.6%	453.48	-10.0%	401.20	1.7%			
<b>Core Workforce-Active</b>	<b>6,186.73</b>	<b>100.0%</b>	<b>6,269.21</b>	<b>-1.3%</b>	<b>6,469.10</b>	<b>-4.4%</b>			

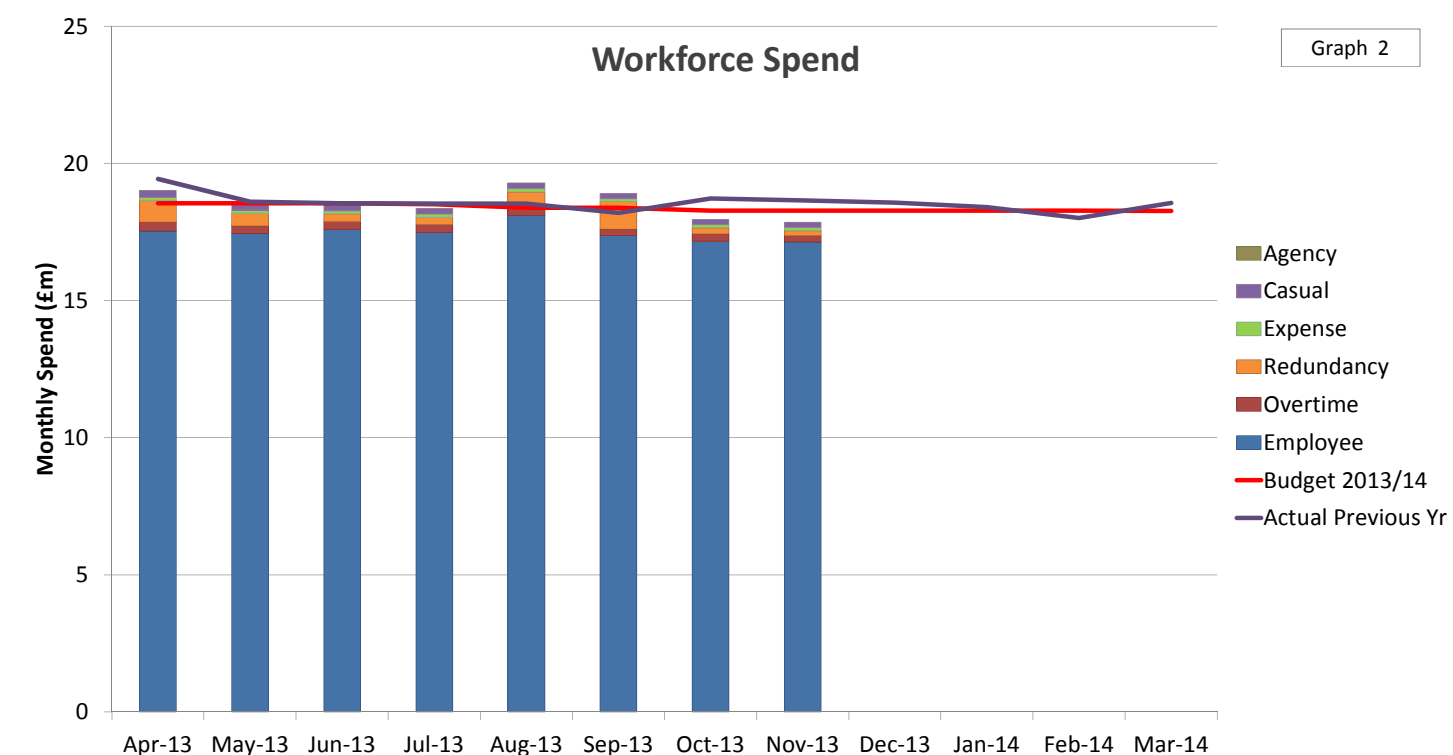
Table 2		Current Month		Previous Month		Previous Year		Benchmark Data TBC		
Contract Count	TOTAL	% Core workforce - Active	TOTAL	% Change in Current from previous month	TOTAL	% Change in Current from same mth in previous year	Total	% Core workforce - Active	% Change in Current from Start of year	
	Permanent	7,215	93.8%	7,280	-0.9%	7,741	-6.8%			
Fixed Term	476	6.2%	524	-9.2%	472	0.8%				
<b>Core Workforce-Active</b>	<b>7,691</b>	<b>100.0%</b>	<b>7,804</b>	<b>-1.4%</b>	<b>8,213</b>	<b>-6.4%</b>				
Casual	346	4.5%	333	3.9%	440	-21.4%				
Agency	519	6.7%	575	-9.7%	1,096	-52.6%				



Workforce Size and Costs - Data Background

- 1) Report produced by HR Systems Support. The data for this report is for both the current and the previous month which means that the figures are updated and will be different to those reported before. The same report generated on different days will give different results although there shouldn't be any significant change.
- 2) The data does not include Schools, casuals, supply, volunteers, seasonal and employees of other organisations.
- 3) Employees who have more than one job with the council are included once for each job.
- 4) The data within this report is produced in partnership with Finance.

Table 3		Workforce Spend								
Category	Current Month Spend (£m)	Current Month Variance from Budget (£m)	YTD Spend (£m)	YTD Variance from Budget (£m)	Current Year End Forecast from Year End Budget (£m)	YTD Last Year Spend at same month (£m)	Change in Current YTD from same month last year (£m)	Last Year Year End Forecast at this month (£m)	Change in Current Year End Forecast from last year's Year End Forecast at this month (£m)	
	Employee	17.14		140.38		210.23	141.38	(1.00)	211.85	(1.61)
Overtime	0.22		1.95		3.32	2.77	(0.82)	4.16	(0.83)	
Redundancy	0.19		3.55		6.05	1.98	1.57	2.84	3.21	
Expense	0.11		0.88		1.38	0.98	(0.10)	1.41	(0.03)	
Casual	0.20		1.71		2.68	2.11	(0.39)	3.15	(0.47)	
Agency						4.44	(4.44)	6.68		
<b>Total</b>	<b>17.86</b>	<b>(0.42)</b>	<b>148.48</b>	<b>(72.11)</b>	<b>213.56</b>	<b>153.65</b>	<b>(5.18)</b>	<b>230.08</b>	<b>(16.52)</b>	



Workforce Size and Costs - Comments & Analysis

- 1) Monthly workforce spend (Graph 2). The total workforce spend of £17.86m is £0.79m less than in November 2012 which was £18.65m. This is a decrease of 4.24%.
- 2) The total employee monthly spend was £0.42m under budget (table 3). The total employee spend YTD for this period last year was £153.65m compared to £148.48m this year (3.37% decrease).
- 3) Overtime spend YTD for this period last year was £2.77m compared with £1.95m this year (29.64% decrease).
- 4) The number of agency workers reported this month is 519 which is a decrease of 56 heads (9.74%) (table 2). This is due to a decrease in Health and Social Care.

Table 4 Movement

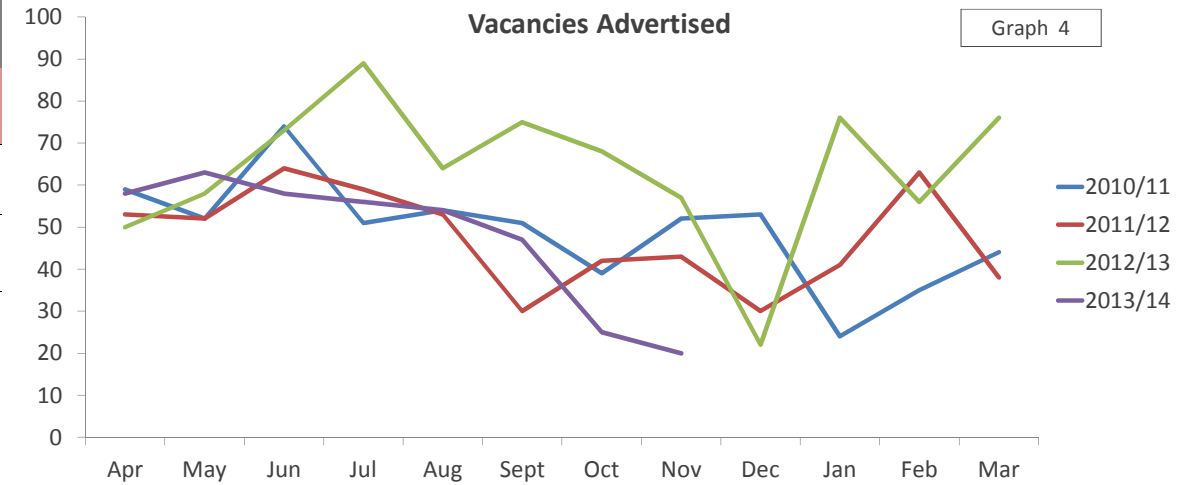
Starters and Leavers	Current Month		YTD	
	Contracts	Contracts	FTE	% FTE of In-Month WF
Starters	47	678	33.06	0.5%
<b>Total Starters</b>	<b>47</b>	<b>678</b>	<b>33.06</b>	<b>0.5%</b>
Leavers (EXCL. TUPE)	59	787	555.95	9.0%
Leavers (TUPED OUT)	1	110	102.15	1.7%
<b>Total Leavers</b>	<b>60</b>	<b>897</b>	<b>658.10</b>	<b>10.6%</b>

Table 6 Turnover and Retention

Category	Current 12mth Roll*
Turnover	18.0%
Voluntary Turnover	3.8%
Retention	84.0%

Voluntary Turnover - Resignations ONLY (excludes VR, retirements and other leaver categories)

Retention is based on the number of staff with service of one year or more / headcount 12 mths ago

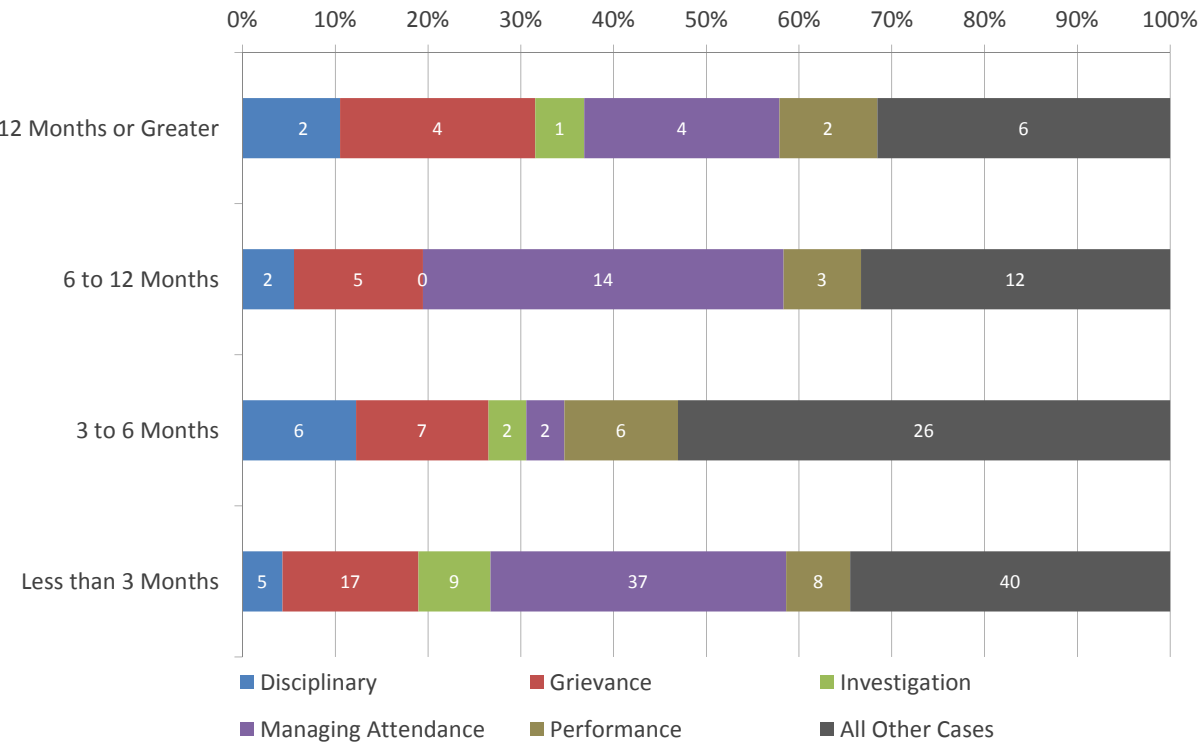


Employee Landscape

Table 5 Case Work

Case Type	Live Cases	Current Month		YTD
		Cases Opened	Cases Closed	AVG Case Duration Days
Disciplinary	15	3	5	71
Grievance	33	6	1	53
Investigation	11	2	1	128
Managing Attendance	73	10	19	81
Performance	19	2	7	79
All Other Cases	69	9	18	84
<b>Total Cases</b>	<b>220</b>	<b>32</b>	<b>51</b>	<b>83</b>

Age of Live Case Work



All Other Cases - Collective Dispute, Compromise Agreement, Employment Tribunal, Managing Change, Members Appeal, Other, Redployment, SOSR, Suspensions and TUPE

Table 7 Establishment Control

Org. Level	Current Month			Status
	FTE Filled	FTE Planned Resource	FTE Planned less Filled	
Organisational Development	1180	1357	177	Under Established
Children Young People and Skills	1076	1064	-12	Over Established
Health and Social Care	1159	1325	167	Under Established
Neighbourhoods and City Development	1824	1873	49	Under Established
Regeneration	947	1011	63	Under Established
<b>Bristol City Council</b>	<b>6187</b>	<b>6630</b>	<b>444</b>	<b>Under Established</b>

Table 8 Recruitment

Org. Level	Vacancies Filled	YTD Vacancies Filled	% Internal Hires	% External Hires	% Vacancies Re-Advertised
Bristol City Council	20	246	45%	55%	0%

Average Time Taken to Fill Vacancies 91 days

Employee Landscape - Data Background

- 1) Turnover includes all leavers and transfers out.
- 2) \*\*Current 12mth Roll\*\* based on leavers in 12 mth period / headcount at period end.
- 3) AVG Case Duration is the average time elapsed between the open and closed date by case type.

Employee Landscape - Comments & Analysis

- 1) 33% of live casework this month concerned Managing Attendance. 15% were associated with Grievances and 7% related to Disciplinary. (Table 5). 7% of all open Managing Attendance cases are greater than 12 months old. (Graph 3)
- 2) The number of vacancies filled decreased from 45 in September to 20 in November. This is a decrease of 55% (Table 8). 0% of vacancies advertised remain unfilled in the current month.
- 3) This month, 20% of the leavers resigned whilst a further 20% of leavers left through redundancy (compulsory or voluntary).

# Bristol City Council

Nov-13

Data as at:  
Report run on:

30/11/2013  
16/12/2013

Monthly / YTD Figures - Average Days per Employee (Annualised) Table 9

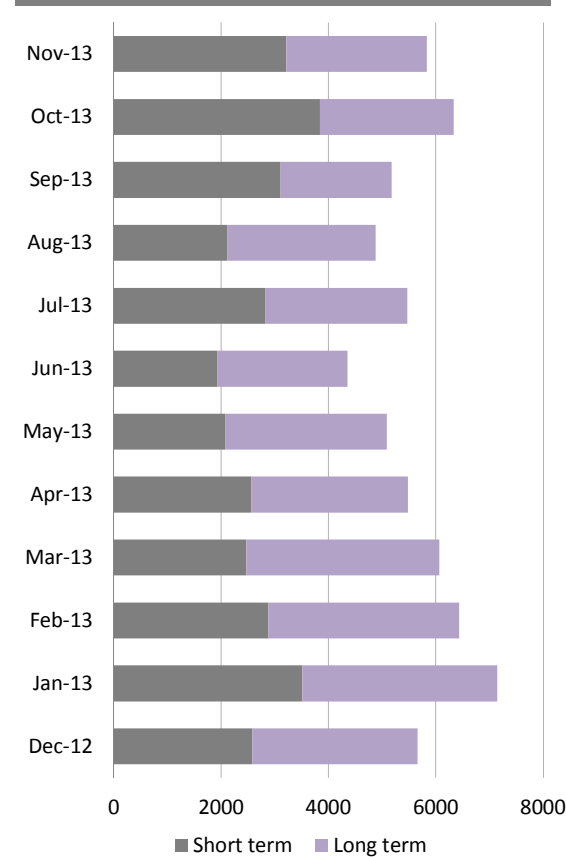
Org. Level	Current Month	Previous Month	YTD	YTD Last Year
Bristol City Council	9.14	9.74	7.87	8.02

The above figure for BCC excludes Schools based staff.

Monthly / YTD Figures - Days per Employee (Annualised) Table 10

Org. Level	Current Month	Previous Month	YTD	YTD Last Year
Organisational Development	7.41	9.02	12.73	7.28
Children Young People and Skills	8.82	9.08	8.62	7.83
Health and Social Care	10.95	12.04	13.16	11.20
Neighbourhoods and City Development	7.81	8.32	6.01	6.85
Regeneration	11.15	10.82	4.92	

Short and Long term Absence (Workings days lost) Graph 5



Monthly / YTD Figures Time & Cost of Absence Table 11

Description	Current Month	Previous Month	YTD
% of Working Time lost due to sickness absence	4.1%	4.3%	3.5%
Number of employees absent today	147		
Cost of employees absent today	£12,697		

Short & Long Term Absence Table 12

Description	Current Month	Previous Month
No. of Employee instances of Short Term Sickness in month	882	1003
No. of Employee instances of Long Term Sickness in month	125	114
Employees currently on Long Term Sickness	93	60
Employees Returned to work from LTS	32	54

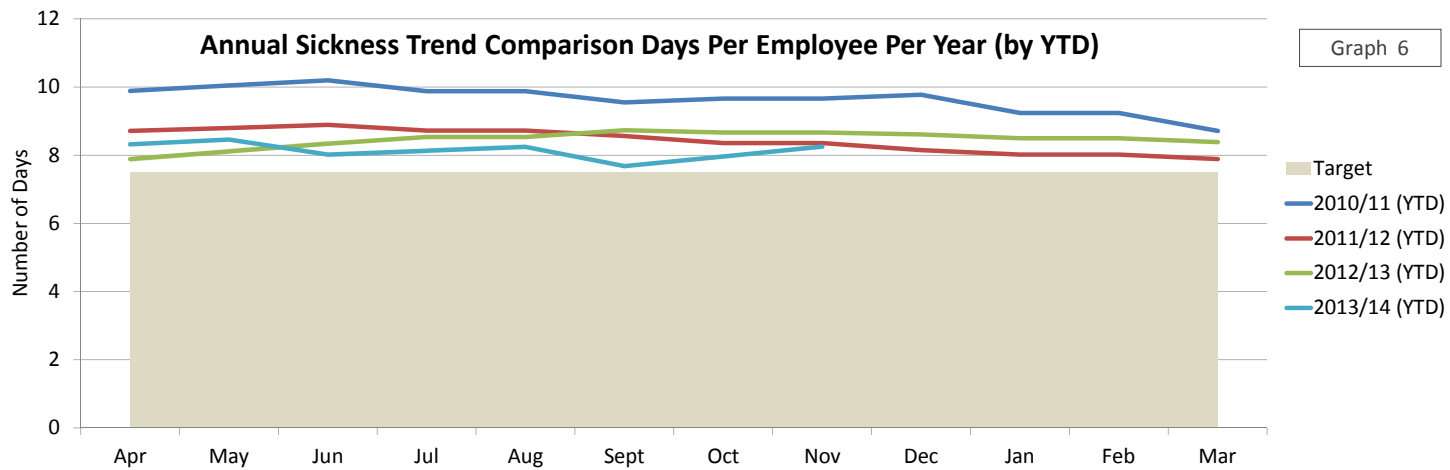
Managing Absence Compliance Table 13

Description	Previous Month	
	% Completed	Completed
Return to Work Interview	20%	1025
Occupational Health Referrals		88
Triggers Hit		578

Top 5 YTD Reasons for Absence (% of Total Absence in Days) Table 14

Category	This Month	Previous Month	YTD
Musculoskeletal	20.4%	21.2%	20.7%
Anxiety, Stress, Depression	22.6%	24.9%	19.5%
Respiratory	13.6%	13.2%	17.2%
Surgery	12.6%	12.0%	9.5%
Gastric	8.2%	7.4%	8.8%
Category not yet identified by managers	0.3%	0.5%	0.1%

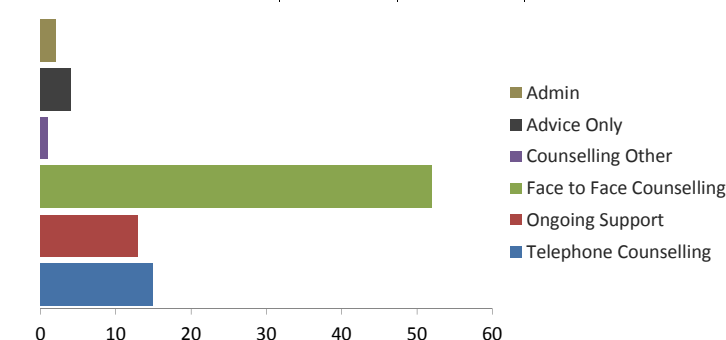
A b s e n c e M a n a g e m e n t



Above Absence figures are based on Permanent and Fixed Term staff and do not include Casual/Sessional or Schools based staff

Employee Assistance Table 15

Calls Received	New Clients	Overall Supported	Sessions Delivered
42	30	87	253



% of working Time - based on the available hrs of workforce at end of period Working days absence per FTE divided by total working days (i.e. 225)

Number of employees absent today - based on the number of employees absent this month / 1/12th of total working days

Cost of employees absent today - based on the daily rate of the employees absent this month / 1/12th of total working days

## Absence Management - Data Background

- 1) Long Term Sickness is calculated as 4 weeks or more, in accordance with the Managing Attendance Policy.
- 2) Employee who have more than one job with the Council are included once for each job.
- 3) Average number of working days/shifts lost due to sickness absence per employee. Excludes absence of leavers.

## Absence Management - Comments & Analysis

- 1) At the end of the current month 93 staff remained on LTS (Table 12).
- 2) This month 5,834 days were lost due to sickness absence, of these 56.6% were due to long term sickness (Graph 5).
- 3) Anxiety, Stress, Depression is the top reason for sickness absence this month accounting for 22.6% of sickness absence, based on days lost not periods of absence (Table 14).

