

**HUMAN RESOURCES COMMITTEE**

**11 SEPTEMBER 2014**

**HR WORKFORCE DASHBOARD – NARRATIVE REPORT**

**Key issues – HR Workforce Dashboard**

**1. Workforce FTE and expenditure**

Graph 1 (page 1) demonstrates a significant reduction in core workforce size as a result of the restructure. It is anticipated that this will further reduce over the coming months, as many staff for whom Voluntary Severance (VS) was agreed at BG1-9 have been required to remain for a short period beyond the agreed leaving date of 31<sup>st</sup> July 2014.

Table 7 (page 2) demonstrates a current over-establishment of 130. This over-establishment is based upon the number of staff currently on the payroll compared with the planned resource as per the agreed structures that have been identified through the restructure process. This figure takes account of the fact that there are a number of staff for whom VS has been agreed (and therefore they do not exist in the agreed future structure), but they have yet to exit the organisation. We therefore expect our workforce size to match the establishment as these individuals leave over the coming months.

Graph 2 and Table 3 (page 1) demonstrate a reduction in core workforce expenditure, with a year to date spend of £65.6m compared with £70.14m over the same period last year. This also demonstrates that the restructure process is achieving significant savings through workforce redesign. The spike in July 2014 is a one-off and is attributable to ‘redundancy’ payments, which includes VS – this is absolutely in line with expectations and accounts for the fact that the majority of staff for whom VS was agreed at BG1-9 were paid their VS in July 2014.

**2. Recruitment and turnover**

Table 6 (page 2) shows a high level of turnover (31.8%). While “voluntary turnover” is only at 8.9%, this is slightly misleading since VS leavers are not included in “voluntary turnover” – the high level of turnover we have experienced is therefore attributable to the workforce reductions through VS that we have achieved over the last twelve months, and is therefore as expected. Table 6 (page 2) highlights this clearly: 50.2% of the year to date leavers and 80.9% of those within the current month are as a result of VS.

Graph 4 (page 2) demonstrates a clear downward trend in vacancies being advertised, further highlighting the period of workforce reduction that the council has been experiencing over the last twelve months.

### **3. Sickness absence**

Table 9 (page 3) shows the year to date sickness absence standing at 8.63 days per employee against a year to date figure for 2013/14 of 8.21 days, and a target of 7.5 days (see graph 6, page 3). While this therefore demonstrates a slight increase compared with 2013/14, when graph 6 is considered in detail, it is evident that the current rates of sickness are lower than 2010/11 and 2011/12, and only marginally higher than 2012/13 and 2013/14. While it is normal to expect a higher level of sickness absence in a period of significant restructure, these figures demonstrate that it is not a significant cause for concern.

It is of concern that only 8% of return to work interviews are recorded as having been completed (table 13, page 3). While this relies on managers recording this data into the HR Vision system, so much of this will be due to non-recording, this presents a worrying picture and there is a requirement to further remind managers about the importance and effectiveness of ensuring these are conducted in a timely manner following absence.

Finally, table 14 (page 3) highlights the top five reasons for absence, and historically, musculoskeletal and stress / anxiety have been the top two causes. This is therefore in line with expectations and does not give any reason to suggest that the restructure process has caused abnormally high levels of stress within the organisation.

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	5,253.79	92.8%	5,400.99	-2.7%	5,933.73	-11.5%			
Fixed Term	408.35	7.2%	393.03	3.9%	444.81	-8.2%			
<b>Core Workforce-Active</b>	<b>5,662.14</b>	<b>100.0%</b>	<b>5,794.02</b>	<b>-2.3%</b>	<b>6,378.54</b>	<b>-11.2%</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	6,530	93.1%	6,712	-2.7%	7,520	-13.2%			
Fixed Term	484	6.9%	464	4.3%	549	-11.8%				
<b>Core Workforce-Active</b>	<b>7,014</b>	<b>100.0%</b>	<b>7,176</b>	<b>-2.3%</b>	<b>8,069</b>	<b>-13.1%</b>				
Casual	359	5.1%	763	-52.9%	369	-2.7%				
Agency	476	6.8%	492	-3.3%	909	-47.7%				

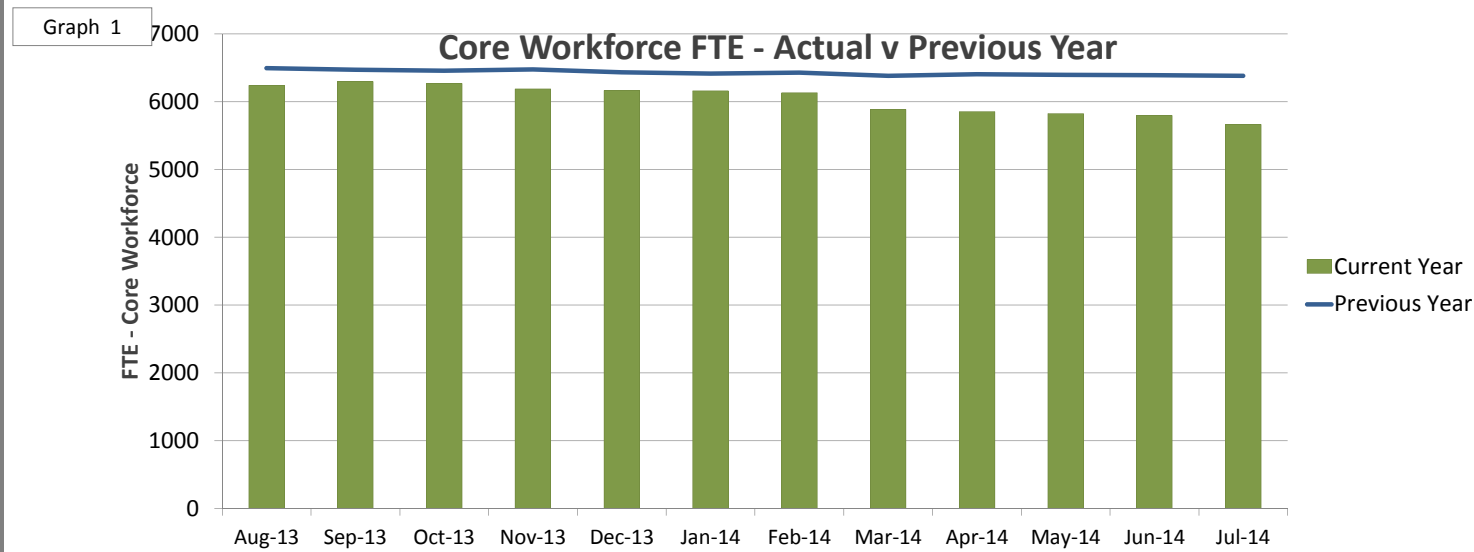
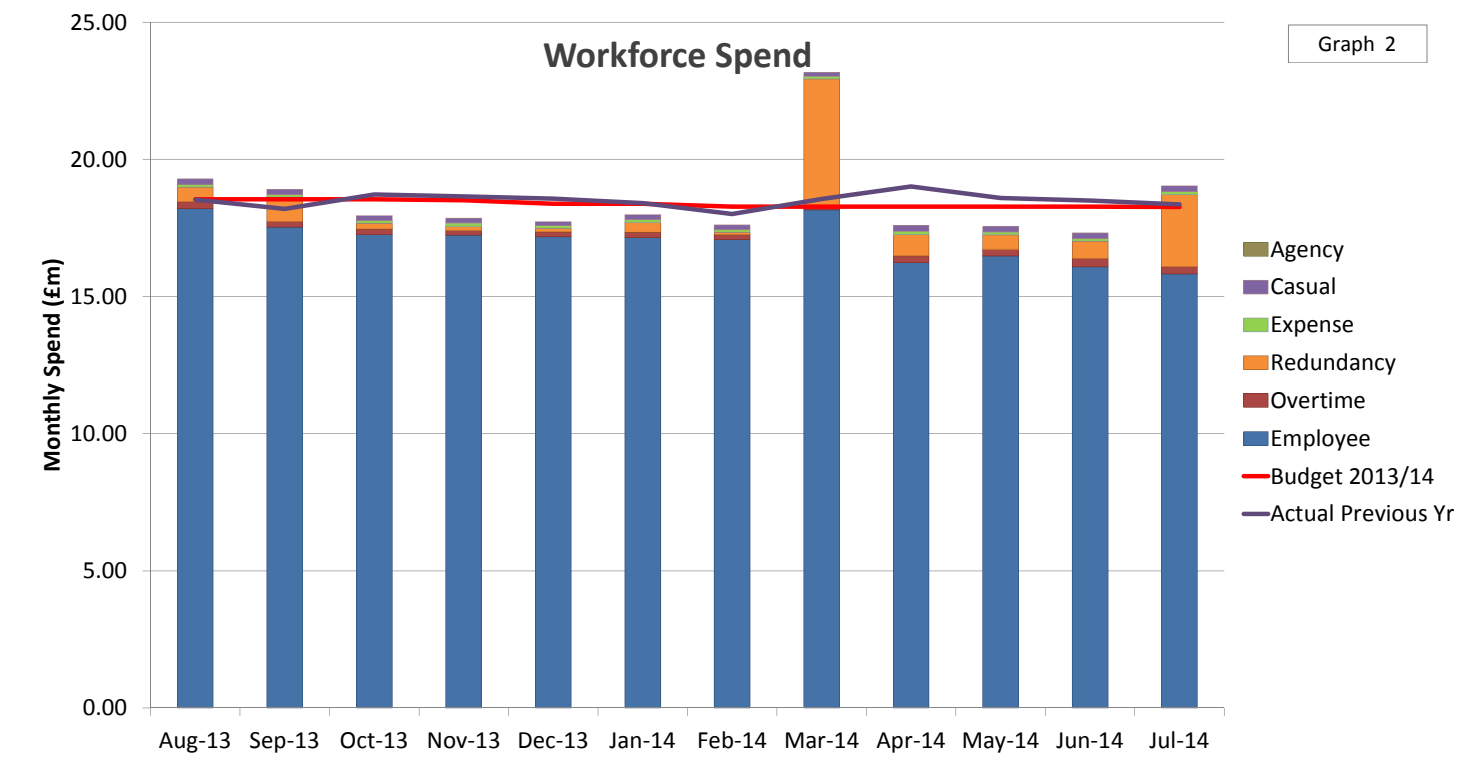


Table 3		Workforce Spend								
Category	Current Month Spend (£m)	Current Month Variance from Budget (£m)	YTD Spend (£m)	YTD Variance from Budget (£m)	Current Year End Forecast from Year End Budget (£m)	YTD Last Year Spend at same month (£m)	Change in Current YTD from same month last year (£m)	Last 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	15.82		65.60		193.50	70.14	(4.54)	210.46	(16.96)
Overtime	0.26		0.85		3.15	1.13	(0.28)	3.34	(0.19)	
Redundancy	2.64		3.91		15.16	1.76	2.15	4.84	10.32	
Expense	0.10		0.41		1.29	0.46	(0.06)	1.38	(0.09)	
Casual	0.21		0.72		2.40	0.97	(0.25)	2.85	(0.45)	
Agency						0.00	(0.00)	0.00		
<b>Total</b>	<b>19.04</b>	<b>0.52</b>	<b>71.49</b>	<b>(149.10)</b>	<b>196.65</b>	<b>74.46</b>	<b>(2.98)</b>	<b>222.87</b>	<b>(26.22)</b>	



**Workforce Size and Costs - Data Background**

- 1) 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.

**Workforce Size and Costs - Comments & Analysis**

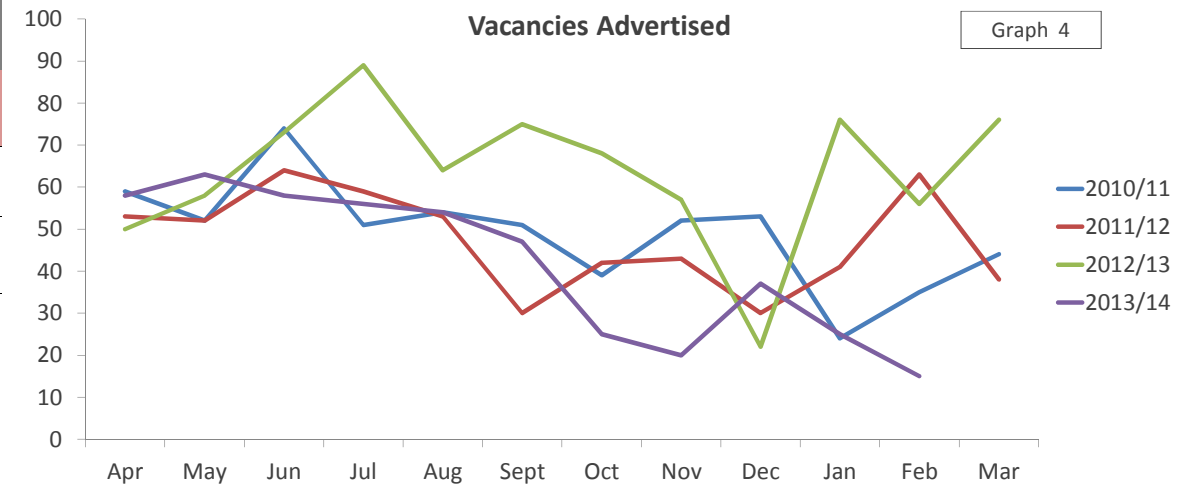
- 1) Monthly workforce spend (Graph 2). The total workforce spend of £19.04m is £0.68m more than in July 2013 which was £18.36m. This is an increase of 3.7%. Redundancy Spend of £2.64m is £2.38m more than in July 2013, which was £25k. This is an increase of 9.62%.
- 2) The total employee monthly spend was £0.52m over budget (table 3). The total employee spend YTD for this period last year was £74.46m compared to £71.49m this year (4% decrease).
- 3) Overtime spend YTD for this period last year was £1.13m compared with £0.85m this year (24.83% decrease).
- 4) The number of agency workers reported this month is 476 which is a decrease of 16 heads (3.25%) (table 2). This is due to a decrease in the People directorate.

Starters and Leavers	Current Month		YTD	
	Contracts	Contracts	FTE	% FTE of In-Month WF
Starters	68	228	49.67	0.9%
<b>Total Starters</b>	<b>68</b>	<b>228</b>	<b>49.67</b>	<b>0.9%</b>
Leavers (EXCL. TUPE)	220	512	167.55	3.0%
Leavers (TUPED OUT)	0	0	0.00	0.0%
<b>Total Leavers</b>	<b>220</b>	<b>512</b>	<b>167.55</b>	<b>3.0%</b>

Category	Current 12mth Roll*
Turnover	31.8%
Voluntary Turnover	8.9%
Retention	80.8%

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

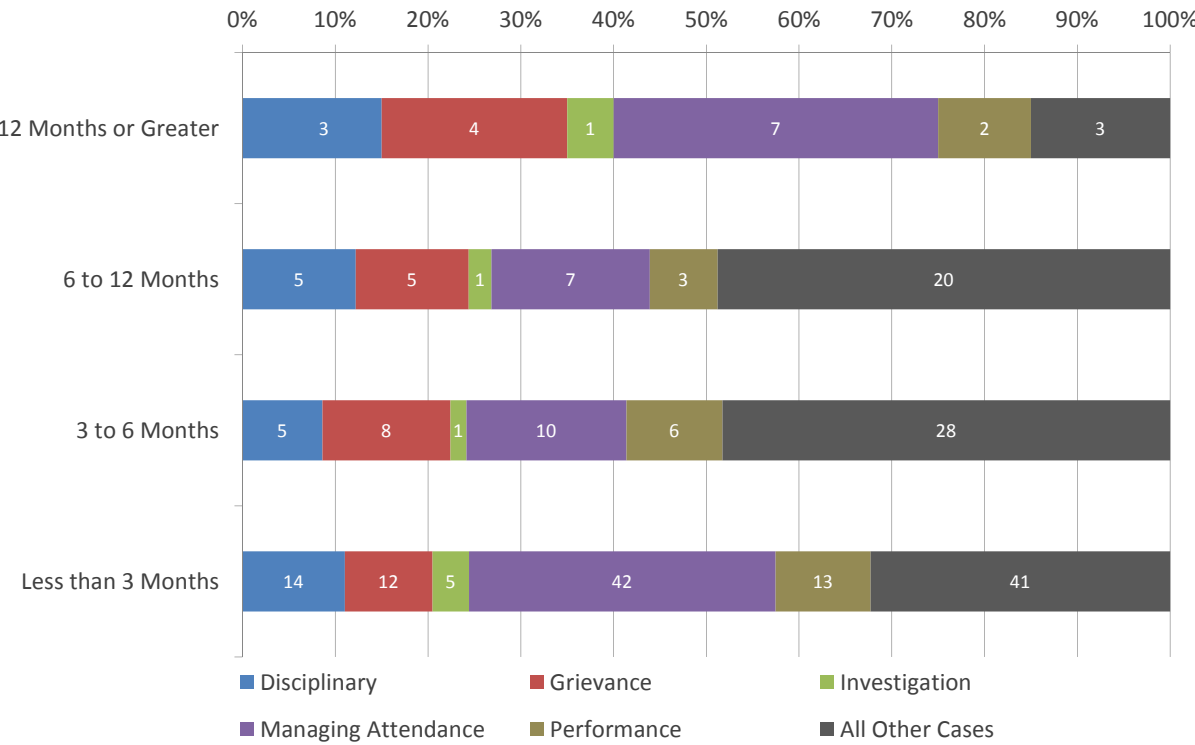
Retention is based on the number of staff with service of one year or more / headcount 12 mths ago



Employee Landscape

Case Type	Live Cases	Current Month		YTD
		Cases Opened	Cases Closed	AVG Case Duration Days
Disciplinary	27	3	9	71
Grievance	29	3	6	96
Investigation	7	0	1	81
Managing Attendance	72	17	14	89
Performance	24	5	2	82
All Other Cases	87	7	20	79
<b>Total Cases</b>	<b>246</b>	<b>35</b>	<b>52</b>	<b>83</b>

Age of Live Case Work



Org. Level	Current Month			Status
	FTE Filled	FTE Planned Resource	FTE Planned less Filled	
Bristol City Council	5662	5532	-130	Over Established

Category	Current Month		YTD	
	Leavers	% of Total leavers	Leavers	% of Total Leavers
Voluntary Severance (VS)	178	80.9%	257	50.2%
Compulsory Redundancy (CR)	5	2.3%	9	1.8%
Resignations	14	6.4%	88	17.2%
Retirement	5	2.3%	20	3.9%
Other Reason	18	8.2%	138	27.0%

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

#### 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) 29% of live casework this month concerned Managing Attendance. 12% were associated with Grievances and 11% related to Disciplinary. (Table 5). 11% of all open Managing Attendance cases are greater than 12 months old. (Graph 3)
- 2) The number of vacancies filled decreased from
- 3) This month, 80.9% of the leavers left through Voluntary Severance whilst a further 6.4% of leavers resigned.

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

Org. Level	Current Month	Previous Month	YTD	YTD Last Year
Bristol City Council	7.56	6.89	8.63	8.21

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
Business Change	4.51	4.90	13.54	11.88
People	9.14	7.36	4.68	3.88
Neighbourhoods	5.75	6.35	6.62	8.82
Place	10.05	8.62	5.35	6.86

Monthly / YTD Figures Time & Cost of Absence Table 11

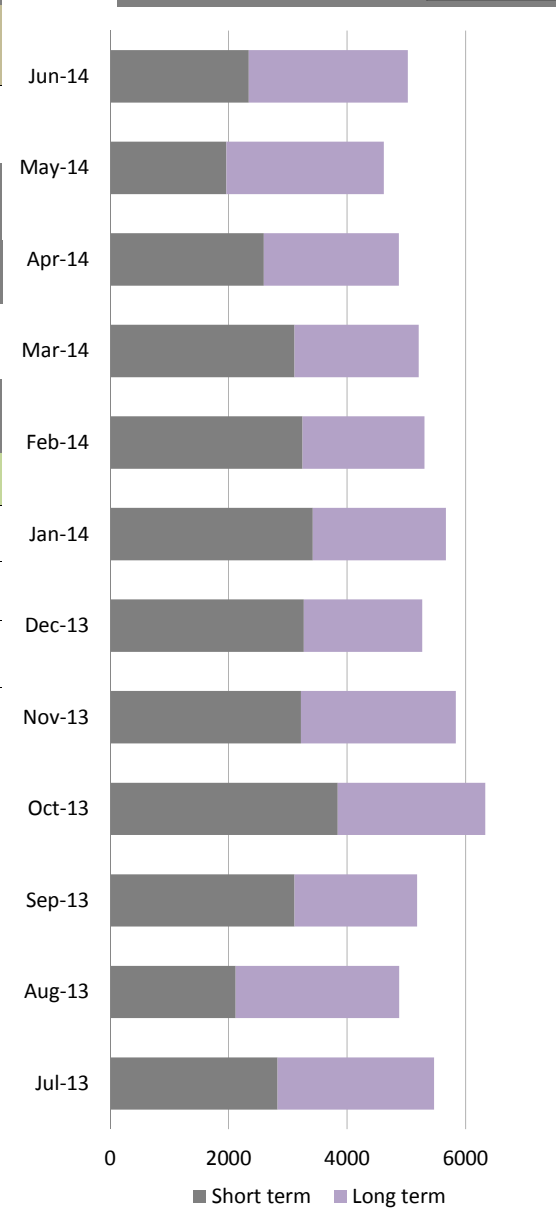
Description	Current Month	Previous Month	YTD
% of Working Time lost due to sickness absence	3.4%	3.1%	3.8%

Number of employees absent today	105
Cost of employees absent today	£8,797

Short & Long Term Absence Table 12

Description	Current Month	Previous Month
No. of Employee instances of Short Term Sickness in month	327	443
No. of Employee instances of Long Term Sickness in month	134	130
Employees currently on Long Term Sickness	80	55
Employees Returned to work from LTS	54	77

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



Managing Absence Compliance Table 13

Description	Previous Month		
	% Completed	Required	Completed
Return to Work Interview	8%	8073	673
Occupational Health Referrals			72
Triggers Hit			354

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

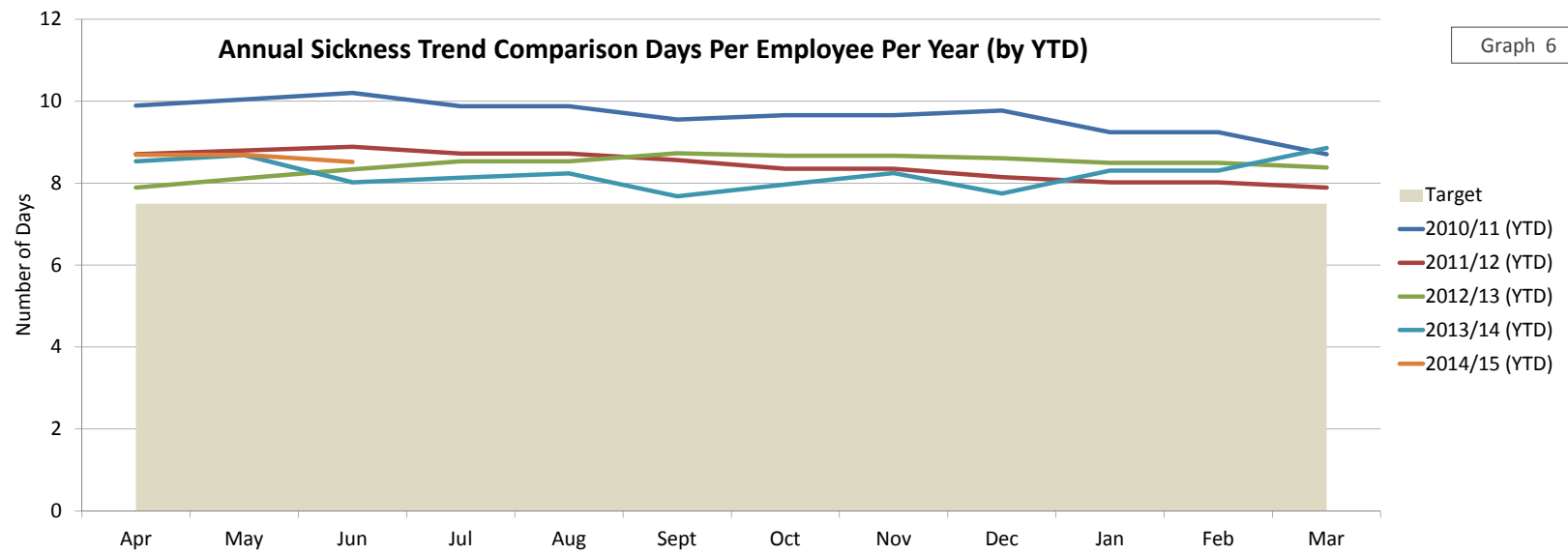
Category	This Month	Previous Month	YTD
Musculoskeletal	22.1%	23.3%	21.1%
Anxiety, Stress, Depression	20.2%	20.5%	20.8%
Respiratory	10.6%	12.7%	12.5%
Surgery	7.6%	7.3%	8.2%
Gastric	9.6%	6.8%	7.8%
Category not yet identified by managers	0.5%	0.5%	0.6%

% 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)

8000 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



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

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 80 staff remained on LTS (Table 12).
- 2) This month 4,419 days were lost due to sickness absence, of these 60.8% were due to long term sickness (Graph 5).
- 3) Musculoskeletal is the top reason for sickness absence this month accounting for 22.1% of sickness absence, based on days lost not periods of absence (Table 14).