

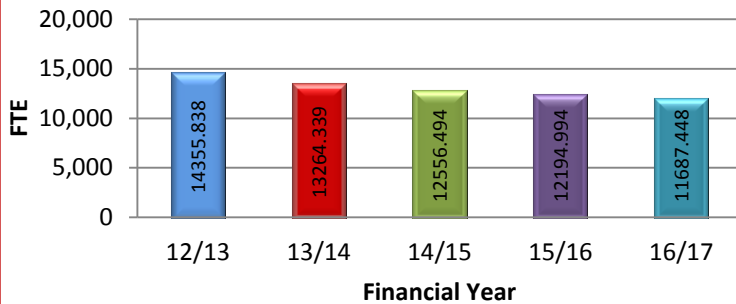
# **WORKFORCE UPDATE**

## **Overview and Scrutiny Committee**

Councillor Ian Ward  
March 2017

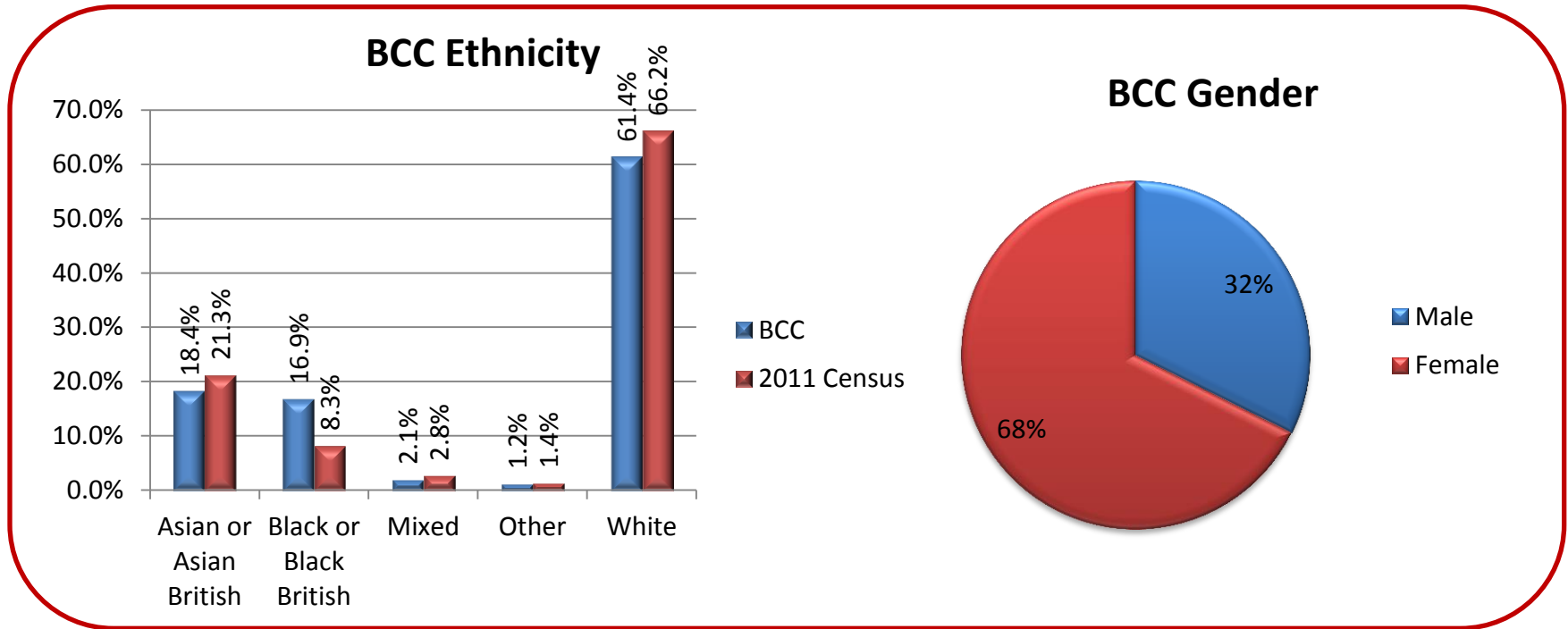
- ❑ Overview of our workforce : numbers, turnover, diversity
- ❑ Managing our workforce resources and expenditure
- ❑ Employee wellbeing and attendance
- ❑ Employee relations processes
- ❑ Workforce changes
- ❑ Creating the council of the future

**BCC FTE for the financial year to date**



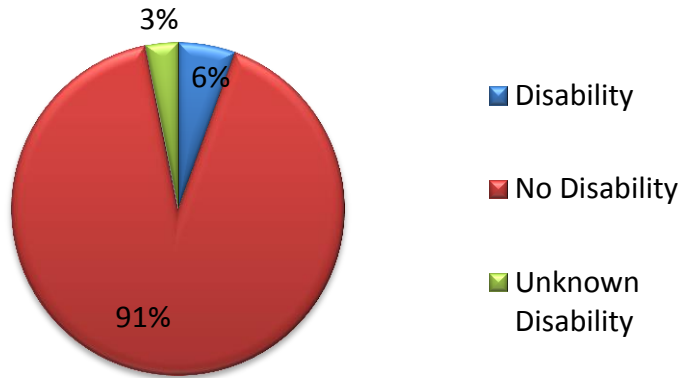
Reason For Leaving	Dec-16	YTD	Rolling 12 Months
Voluntary Redundancy	16	252	324
Compulsory Redundancy	4	44	110
TUPE	16	142	142
Retirement	36	318	450
Resignation	90	1,046	1,422
Dismissal - Capability	0	20	28
Dismissal - Attendance	4	86	110
Other Dismissals	8	70	96
End of Contract	28	106	150
Death In Service	4	18	26
<b>Leavers Totals</b>	<b>206</b>	<b>2,102</b>	<b>2,858</b>

- Workforce has reduced by 40% since 2010
- Majority of leavers have been resignations over last 12 months and this has been a year on year trend- typical turnover for the Public Sector – predominant leavers are those on frontline former manual roles such as cooks, cleaners
- Very low numbers of compulsory redundancies (circa 4%) – mitigation package has been successful in reducing the proportion

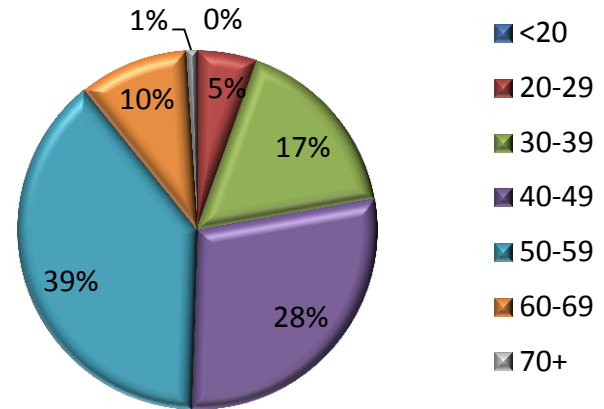


- The Council is broadly reflective of the communities it serves- the City has a young Asian/Asian British population whilst the Council continues to employ only a small percentage of under 30s (under 6%)
- 1,344 (33%) of the 4,100 employees with unknown ethnicity have casual or sessional contracts. HR is conducting a targeted programme to improve declaration rates in the 6 service areas who collectively contribute 50%
- The Council has retained its shape in respect of gender over the last 10 years with broadly 2/3rds of the workforce identified as female

### BCC Disability

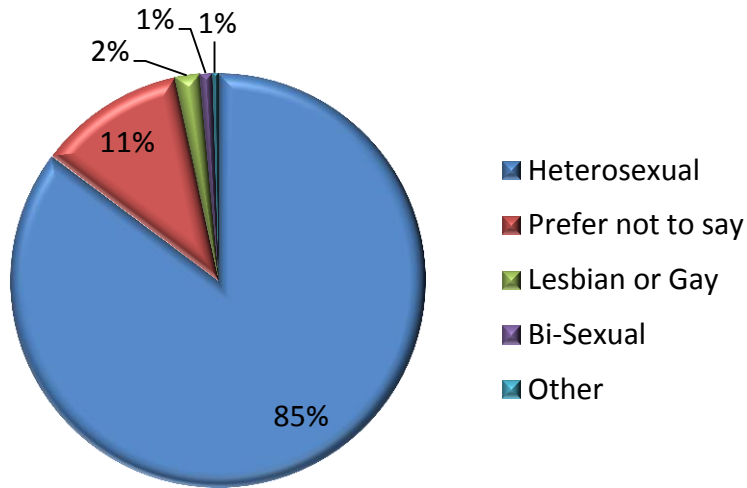


### BCC Age

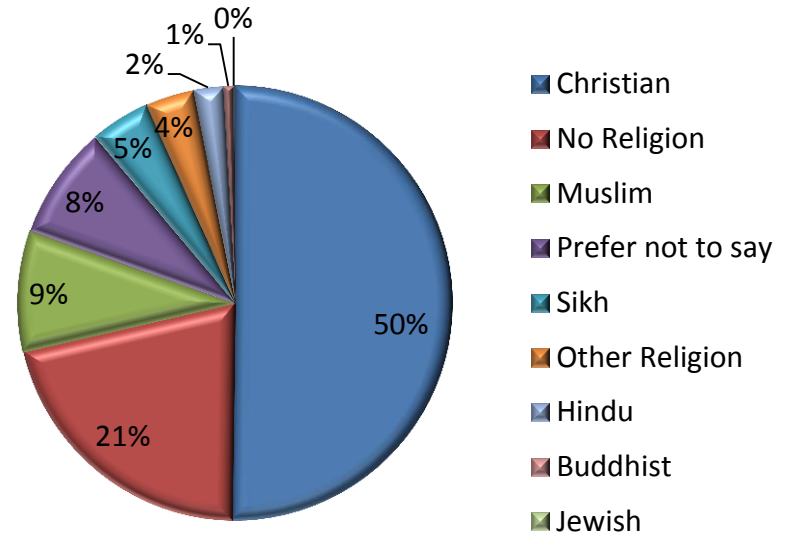


- BCC disability declaration rates have been increasing in recent months, nearly reflecting the 7.4% rate seen amongst “Bham residents aged 16-64 in employment” in the 2011 census
- Less than 6% of our workforce is under 30. The Council has adopted an apprenticeship strategy with an ambition to secure 1% of our workforce as apprentices with 80% securing employment following completion of their apprenticeship. Additionally we have re-entered into NGDP this year to secure top quality graduate placements and are running pre-apprenticeship initiatives such as work experience and traineeships

### BCC Sexual Orientation



### BCC Religion and Belief



- The charts illustrate the picture in relation to :-
  - the 37.4% of BCC employees who have declared their sexual orientation, and
  - the 38.8% of BCC employees who have declared their religion and belief
- The Council is continuing to encourage employees to record their sexual orientation and religious belief to enable a more detailed analysis of any impacts of policy decisions made

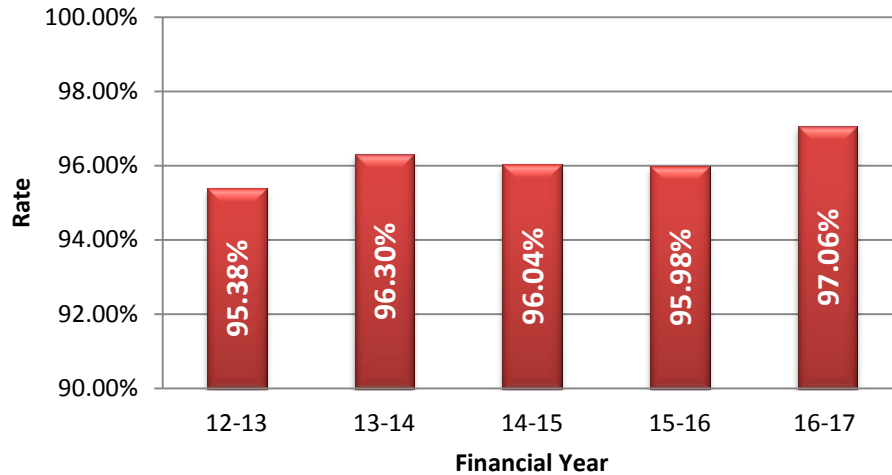
Type	Description	Expenditure
Consultant	<p>A Consultant is an experienced professional who provides expert knowledge for a fee. A consultant works in an advisory capacity.</p> <p>Exit strategies have been confirmed for all consultants approaching 12 months</p>	<p>Expenditure from 1<sup>st</sup> April to 31<sup>st</sup> December 2016 is £3,270,162</p>
Interim	<p>An interim is someone at a senior level (usually GR7 and above) who is carrying out a role within the service area's structure.</p> <p>Exit strategies have been confirmed for all interims approaching 12 months</p>	<p>Expenditure from 1<sup>st</sup> April to 31<sup>st</sup> December 2016 is £882,835.</p>

On 6<sup>th</sup> April 2017, IR35 “off payroll working” will be coming into effect in relation to workers operating through intermediaries in the Public Sector in order to make the correct PAYE and National Insurance contributions. The council is introducing a robust framework to manage these cohorts of workers and ensure compliance with the requirements

Type	Description	Expenditure
Agency Worker	<p>An agency worker is an individual typically supplied by an employment agency to work under the client's (BCC) direction on a short term basis to fill a funded permanent role on the organisational assignment or to meet short term service demand where there is budget provision to do so.</p> <p>The average monthly spend on agency workers has <b>reduced by 10%</b> over the last quarter compared to the first 6 months of 16-17 following the implementation of a revised management approach.</p>	Expenditure from 1 <sup>st</sup> April – 31 <sup>st</sup> December 2016 is £33,774,307
Overtime	<p>Only used in exceptional circumstances. A tolerance level per employee of 37 hours overtime in a 12 month rolling period is in place.</p> <p>Where exceptional circumstances arise and the tolerance level will be exceeded business cases are submitted for consideration via Corporate Governance Group.</p>	Expenditure from 1 <sup>st</sup> April – 31 <sup>st</sup> December 2016 is £1.5m



## Attendance Rate - Financial year to date

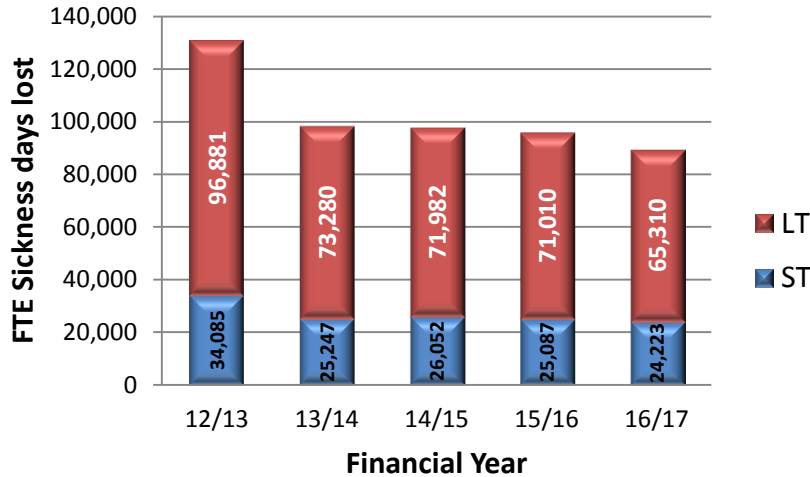


### Top 5 sickness reasons for working days lost

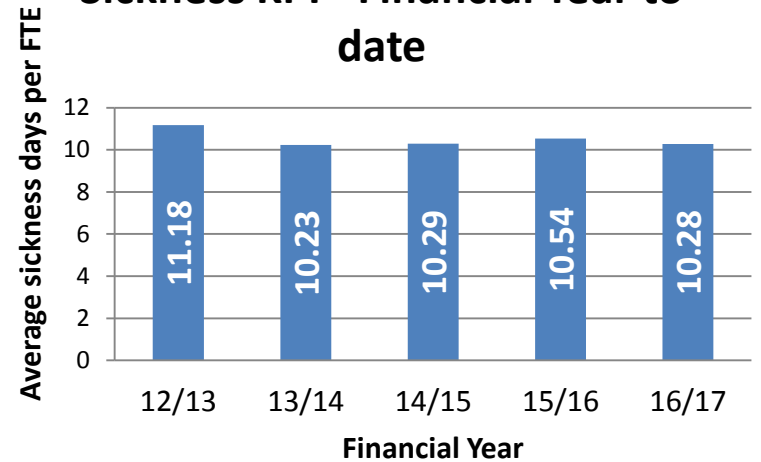
Anxiety/Stress/Depression	21.42%
Other Musculoskeletal	9.79%
Injury / Fracture	9.35%
Cold, Cough, Flu	8.49%
Gastrointestinal Problems	7.67%

- The percentage of employees attending at work has shown a slight improvement in the YTD
- The top reason for sickness absence has been anxiety, stress and depression, in every month this year. The CIPD Absence Management survey 2016 found that this the most common cause of long term absence, and the second most common cause of short term absence, across all sectors
- 33% of employees advise that their stress related absence is due to personal issues, a further third as a result of work and the remaining portion to both factors.
- HR are piloting bespoke well being and stress management interventions in a number of identified hot spots and depending on efficacy will roll out more widely

### FTE Sickness Days Lost (April-Dec)

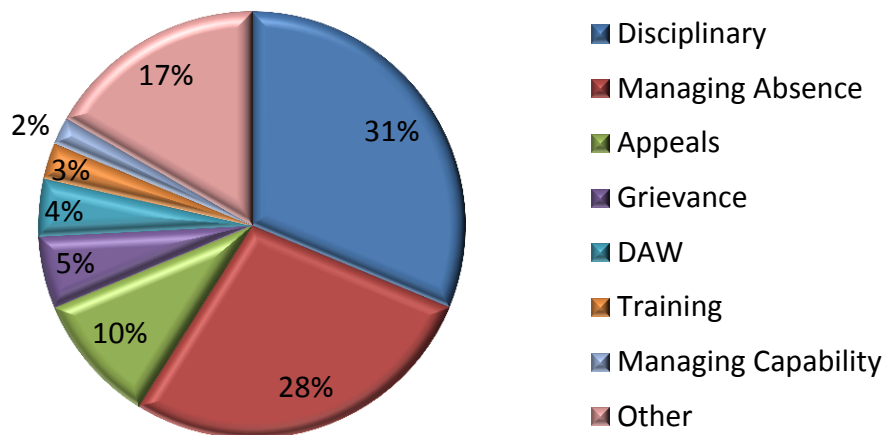


### Sickness KPI - Financial Year to date



- The proportion of “days lost due to Short term sickness” (<28 days) has remained steady at around 28.5% for the last 3 financial years, but is on track to reduce this year.
- The Sickness KPI for 2016/17 YTD shows a reduction on the last financial year
- The Council has an Employee Assistance Programme which has high satisfaction and outcome rates
- There is an increasing focus on enabling and supporting employees to maintain positive mental health

## BCC Live Employee Relations cases February 2017



Cases closed in 2016	Vol.
Disciplinary	202
Grievances	163
Dignity at Work cases	86
Appeals	42
Capability Dismissals	14

- The 2 key demand drivers for ER technical advice are for support in managing both absence cases and disciplinary casework
- Emphasis in dealing with all Employee Relations case work is on promoting early intervention and prevention remedies as opposed to employee recourse to formal procedures. For example mediation has proven to be a successful option when dealing with grievance and dignity at work complaints
- HR resource is prioritised to support the proactive management of suspension case work. The decision to suspend is **always** a last resort, all suspensions are reviewed by senior management to ensure the appropriateness of the decision and to ensure the case is being managed effectively

## My Rewards



### **Purchase Annual Leave Scheme**

Supports the council's move towards being a more agile organisation, with staff having more flexibility in their working lives. It has been introduced in February 2017 after 45 per cent of staff who filled in the 'Rewards and Benefits' survey in the autumn said they'd like this opportunity

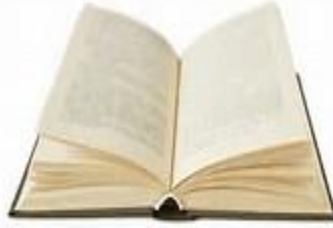
Additional annual leave can be bought through 'salary sacrifice', which means employees pay for it through deductions from their gross salary

### **Birmingham Foundation Living Wage**

Makes an important contribution that supports the council's jobs and skills priority of a strong, growing economy that creates and keeps jobs in the city. The term is used to describe the minimum hourly wage necessary for shelter, housing and incidentals such as clothing and other basic needs and nutrition.

The minimum hourly wage will be increased from £8.25 to £8.45 per hour from 1<sup>st</sup> April 2017. Circa 1,700 employees will see an increase in their hourly wage.





## **Changes to Terms and Conditions of Employment - Council-wide Employees including Schools Support Staff**

Collective agreement to reduce the cost of employment over the next three years whilst putting in measures to support employees to work more flexibly, agilely and access more employee benefits. Will take effect 1/07/17

Secured cumulative saving of £18m

## **JNC Officers - Introduction of a new Pay and Grading Framework**

Moved from 10 pay bands to 4 – one for each senior leadership role

Moved from bespoke local job evaluation scheme to adoption of national employers scheme

Cost neutral exercise

New contract of employment to reflect collective agreement affecting all other employees



## **Workforce Planning**

In May 2016, the council launched its approach to workforce planning as one of its key building blocks to its Workforce Strategy to help towards achieving £10m of savings for 2016/17.

A framework, guidance, toolkit and plan template was introduced to enable all Senior Responsible Budget Holders to forecast their workforce requirements based on supply and demand with the aim of maximising the use of resources, managing costs and having the right people in the right place at the right time.

A review of the approach taken in 2016/17 is currently underway



# Creating the Council of the Future

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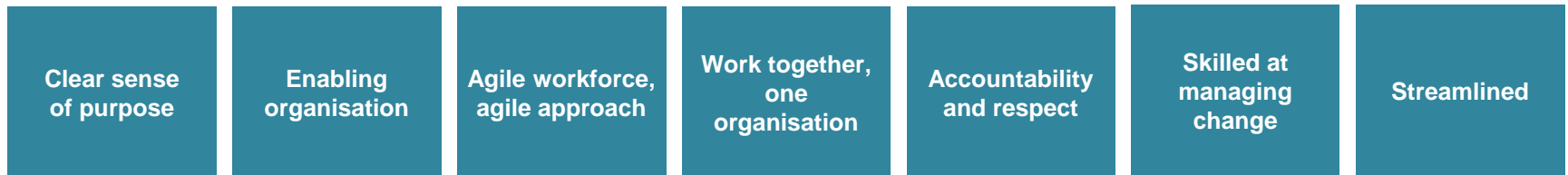
Making a positive difference every day.

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**HR & OD Update**

The People Strategy and Improvement Hub are enablers to the Council of the Future model.

## What will be different with the Council of the Future?



## Practical differences

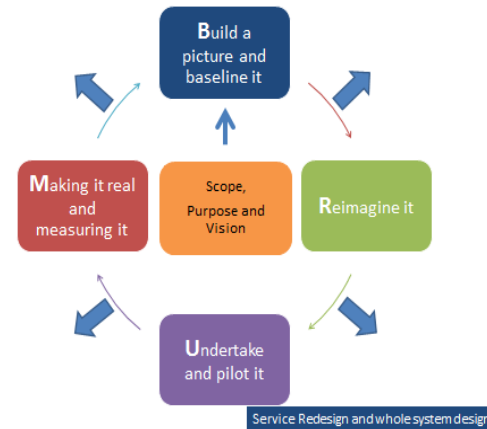




# PROGRESS TO DATE (1)

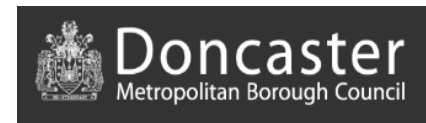
Since April 16 the following key milestones have been achieved:

- Improvement Hub has been established and a dedicated team been recruited to;
  - Engage Partners to ensure citizen and partner engagement in service design
  - Run pilots to test approach and enhance learning from partners (pilots in progress; HR, Schools Admissions, Homeless service, Libraries)
  - Foundations of change methodology and role of management & leadership in place



# PROGRESS TO DATE (2)

- Member Development programme is established:
  - Visits taken place to other Local Authorities
  - Member/ Officer workshops informed programme
  - Member steering group established



- Talent agenda
  - 50 Apprentices have been brought into business to test ability to handle levy
  - 85 Apprentices are ready to commence in business admin and customer service roles from April 17
  - Equality & Diversity approach being incorporated to talent agenda to ensure make-up of workforce reflects the City
  - Feedback from DWP on high quality work experience placements provided



- Staff Engagement
  - 2016 staff survey completed
  - Staff Conference hosted in 2016 to launch Council of the Future

