

NORTH LINCOLNSHIRE COUNCIL

CORPORATE SERVICES CABINET MEMBER

**QUARTERLY WORKFORCE MONITORING
DECEMBER 2009**

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To consider the attached quarterly workforce monitoring report.

2. BACKGROUND INFORMATION

- 2.1 A number of key workforce indicators are included in the attached quarterly workforce monitoring report. This covers:
- workforce profile
 - employee turnover
 - sickness absence
 - recruitment and selection
 - learning and development
- 2.2 Detailed workforce information covering these areas is provided to all service areas on a quarterly basis. This information is designed to support service area quarterly performance reviews, as well as assisting managers in carrying out workforce planning.
- 2.3 The issues raised within the report are addressed through actions included in the Human Resources (HR) Service Plan. Service specific issues are considered as part of quarterly performance reviews, with individual service areas taking appropriate action to improve performance in key areas. HR continues to support service areas to do this.
- 2.4 The attached workforce report shows links with key lines of enquiry (KLOE) that will be used as part of the CAA Use of Resources assessment on workforce due to take later this year. The assessment will focus on the council's approach to planning, organising and developing its workforce to support the achievement of strategic priorities.
- 2.5 It also shows links to the Equality Framework for Local Government. This national framework sets out what a 'modern and diverse workforce' should look like at three levels – 'developing', 'achieving' and 'excellent'. For each workforce indicator, where it possible, links with the relevant part of the Equality Framework are made.

3. OPTIONS FOR CONSIDERATION

- 3.1 The attached report includes a commentary highlighting the key issues against each indicator, as well as information on performance against 2009/2010 targets.
- 3.2 Additional information can be provided within the quarterly workforce report if the Cabinet Member requires a more detailed update on workforce issues.

4. ANALYSIS OF OPTIONS

- 4.1 The quarterly workforce information report incorporates key HR indicators, which are central to the council's performance management framework. It provides a brief but focused summary of key workforce issues facing the council, including diversity issues.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

- 5.1 There are no financial implications.
- 5.2 There are no direct staffing implications as a result of the attached report. However, workforce monitoring is essential in assisting the council to achieve a workforce representative of the local population.

6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)

- 6.1 There is a legal obligation placed on the council to monitor its workforce in key employment areas. The quarterly report feeds into the annual equality monitoring report, which the council is required to publish externally.
- 6.2 Regular workforce monitoring is essential to managing and improving diversity issues in employment and meeting the requirements of equality duties.

7. OUTCOMES OF CONSULTATION

- 7.1 The trade unions have been consulted and continue to support the publication of workforce statistics.

8. RECOMMENDATIONS

- 8.1 That the Quarterly Workforce Monitoring Report for December 2009 be considered and key issues noted.

SERVICE DIRECTOR HUMAN RESOURCES

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Date: 17 February 2010

Background Papers used in the preparation of this report: None


Quarterly Workforce Monitoring Report

December 2009





Council workforce profile



		Total	Gender		BME	Disabled	Age						Hours	
			F %	M %			%	%	<25 %	25-34 %	35-44 %	45-54 %	55-64 %	65+ %
Asset Management & Culture	AM	350	49	51	0.86	6.29	12	22	23	23	19	1	63	37
Adult Social Services	AS	639	87	13	1.25	7.20	3	12	23	37	24	1	39	61
Children's Services (incl. schools)	CH	4231	85	15	2.03	2.08	5	18	31	29	16	1	41	59
Community Planning & Resources	CP	219	77	23	4.57	6.85	7	13	22	32	24	2	42	58
Executive Management Team*	EM	75	67	33	2.67	5.33	7	32	21	23	17	0	81	19
Finance	FI	225	78	22	2.67	2.22	5	16	31	31	17	0	64	36
Highways & Planning	HP	414	50	50	1.69	3.86	2	9	17	30	33	9	52	48
Human Resources	HR	74	82	18	2.70	13.51	10	28	24	16	22	0	78	22
Legal & Democratic	LD	71	75	25	2.82	4.23	3	25	27	28	16	1	77	23
Neighbourhood & Environment	NE	1013	69	31	1.48	2.07	3	10	27	35	22	3	37	63
North Lincolnshire Council	NLC	7311	78	22	1.93	3.15	5	16	28	30	19	2	44	56
Local population			51	49	2.5	15.05	15.6	18.2	21.6	20.8	16.8	7		


*includes Strategic Regeneration and Strategy Development



Employee Turnover

Reporting Period	Jan 09 to Dec 09
Average	7.6%
Performance	3.86%
Last period	3.93%
Direction of travel	Up

3.86% of the workforce voluntarily left employment (resigned) with the council in the last 12 months. This is compared to 5.54% for the the same period last year. Voluntary turnover in the council has fallen for the fifth consecutive quarter.

 **CAA Key Lines of Enquiry (KLOE)**

The council should be able to demonstrate:

Performing well:

- ‘there will be reduced or managed skill & capacity gaps’
- ‘good retention levels particularly in priority areas and where there are skills shortages’

Service		All leavers (%)	Voluntary leavers (%)
Asset Management & Culture	AM	7.43	6.00
Adult Social Services	AS	6.42	2.66
Children’s Services	CH	6.33	4.21
Community Planning & Resources	CP	5.45	3.18
Executive Management Team	EM	6.76	6.76
Finance	FI	1.78	0.89
Highways & Planning	HP	5.07	2.90
Human Resources	HR	8.11	6.76
Legal & Democratic	LD	2.82	1.41
Neighbourhood & Environment	NE	8.79	3.26
North Lincolnshire Council	NLC	6.50	3.86

All leavers includes employees who left employment with the council in the previous 12 months. Voluntary leavers includes all employees **resigning** from employment with the council. Excludes casuals. Average based on turnover rates for 38 unitary councils providing data in 2008 CIPFA HR Benchmarking.

Voluntary turnover rates by group	
3.87%	female employees resigned
3.80%	male employees resigned
3.55%	BME employees resigned
1.74%	disabled employees resigned
11.53%	employees under 25 years of age resigned

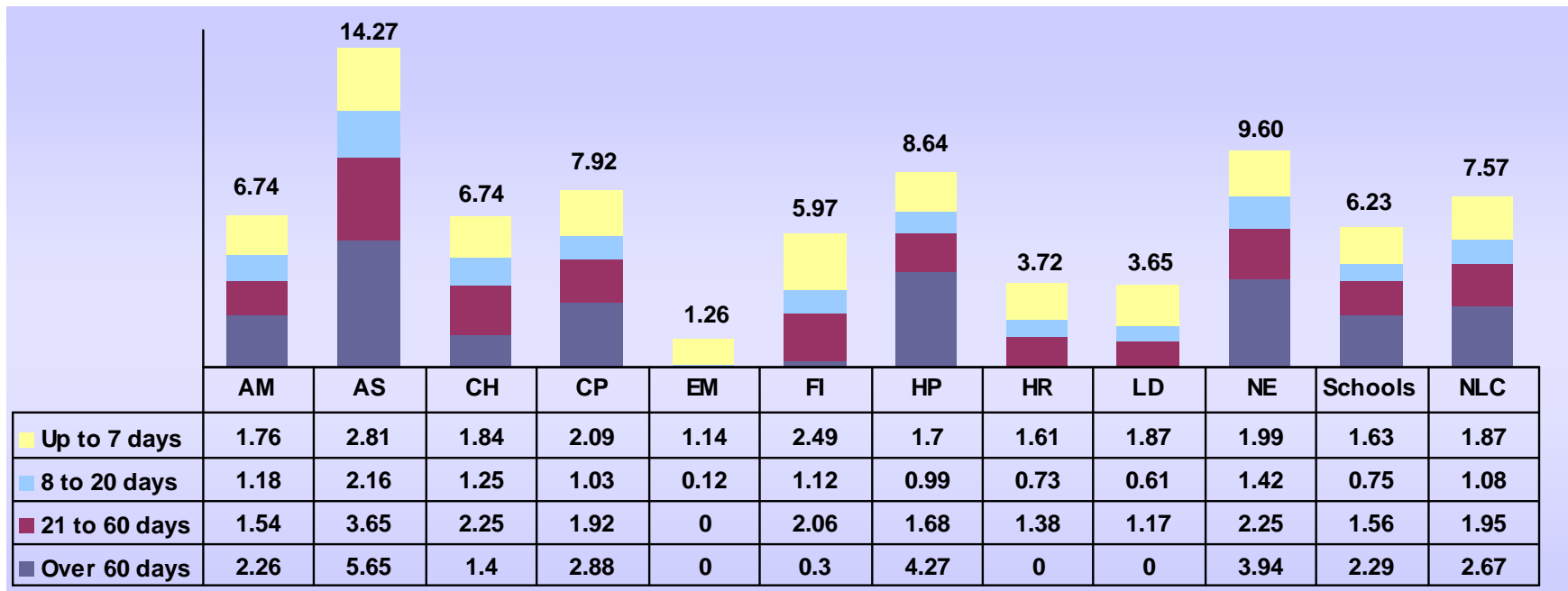
Sickness Absence



Reporting Period	Apr to Dec 09
Target	7.12 days
Performance	7.57 days
Same time last year	8.01 days
Direction of travel	Up

Shows average number of days lost per employee. Annual target is 9.5 days

Actions in HR Service Plan		
✓Co-ordinate development of response to pandemic flu	Sep 2009	
✓Prepare and enter Healthy Workplace Awards	Dec 2009	
✓Identify & implement effective measures to reduce absence	Mar 2010	
✓Review findings of stress analysis framework	Mar 2010	



Key:

- | | | |
|--|-------------------------------------|---|
| AM Asset Management & Culture | EM Executive Management Team | LD Legal & Democratic |
| AS Adult Social Services | FI Finance | NE Neighbourhood & Environment |
| CH Children & Young People's Services | HP Highways & Planning | Schools Schools shown separately |
| CP Community Planning & Resources | HR Human Resources | |

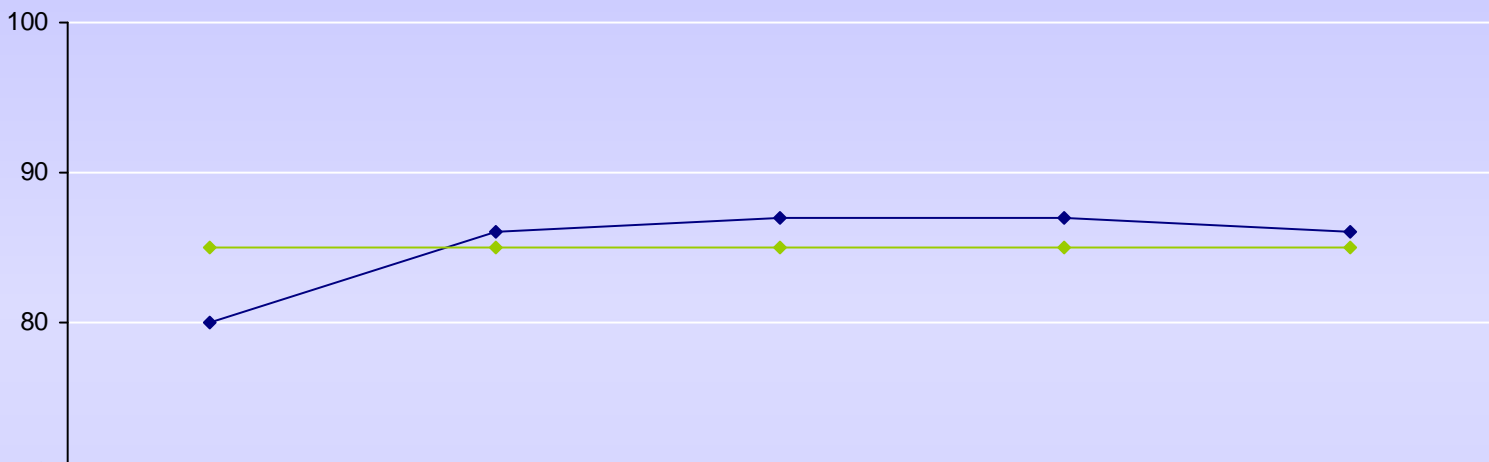
Advertised posts resulting in appointment

Reporting period	Oct to Dec 2009
Target	85%
Performance	86%
Last period	87%
Direction of travel	Down

Results based on 95 out of 103 advertised vacancies where a recruitment decision had been made at the time of this report. (excludes 9 vacancies that were withdrawn after going to advert)

Actions in HR Service Plan

✓ Continue to develop e-recruitment strategy	Ongoing	
✓ Raise profile of careers in local government	Ongoing	



	Oct-Dec 2008	Jan-Mar 2009	Apr-Jun 2009	Jul-Sep 2009	Oct to Dec 2009
Appointment	80	86	87	87	86
Target	85	85	85	85	85



Corporate Area Assessment Key Lines of Enquiry (KLOE)

The council should be able to demonstrate:

Performing adequately:

- 'presents itself as a good employer in the market place, exploiting a range of recruitment channels'
- 'adequately resourced and a recruitment strategy to target identified gaps in skills'

Performing well:

- 'effective approaches to recruitment & the council proactively marketing itself as employer of choice'
- 'taking action to ensure it has a positive & appropriate brand as an employer in the local labour market'



Percentage of BME applicants at each stage of recruitment process



Reporting Period	Apr to Dec 09
Target	2.5%
Performance	2.3%
2008/2009	2.8%
Direction of travel	Down

Between April and December 2009: Out of 376 BME applicants, 113 were shortlisted, with nine applicants successfully obtaining employment with the council. 30% of BME applicants were invited to interview, compared to 29% during 2008/09. Just over 2% of all BME applicants were successful in obtaining employment.

CAA Key Lines of Enquiry (KLOE)

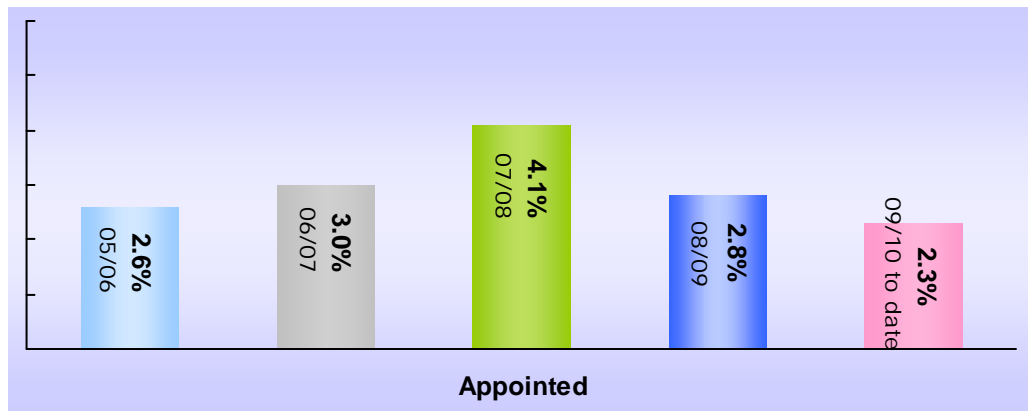
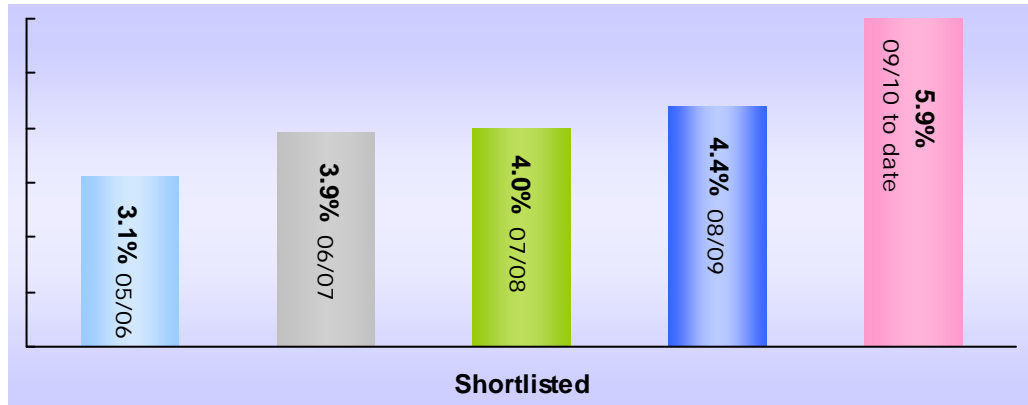
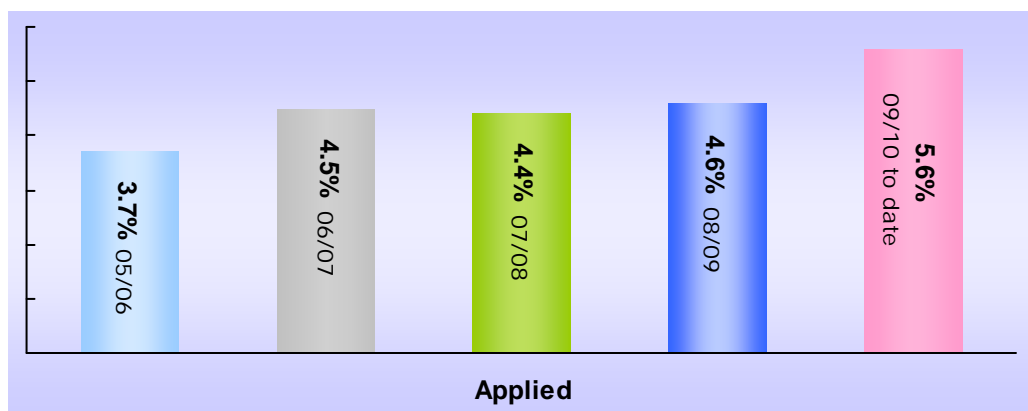
The council should be able to demonstrate:

Performing adequately:

- 'working towards building a workforce that is more representative of the community'

Performing well:

- 'significant progress in building a workforce broadly representative of the community'
- 'targeted recruitment aimed at under-represented groups'





Percentage of disabled applicants at each stage of recruitment process



Reporting Period	Apr to Dec 09
Target	3%
Performance	1.0%
2008/2009	1.9%
Direction of travel	Down

Between April and December 2009: Out of 206 disabled applicants, 57 were shortlisted, with four applicants obtaining employment. 28% of all disabled applicants were shortlisted - increase in success rates compared to 2008/9 (25%). 2% of all disabled applicants were appointed compared to 3.5% in 2008/09.

Equality Framework for Local Government

The council should be able to demonstrate:



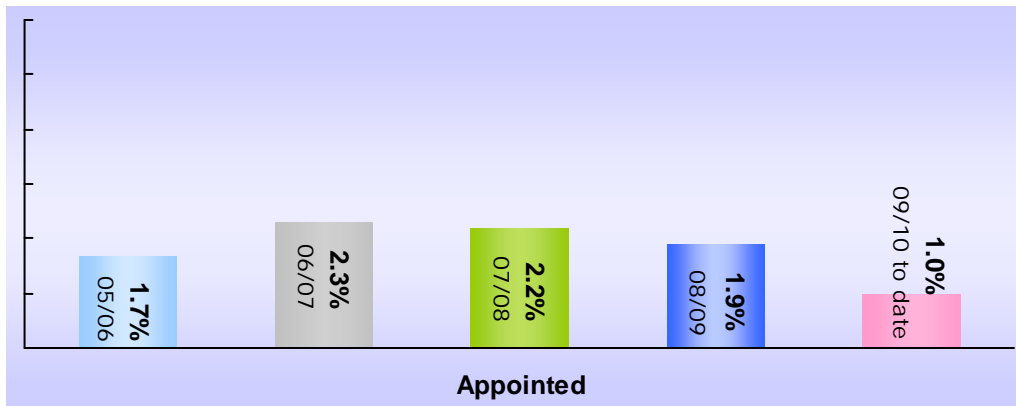
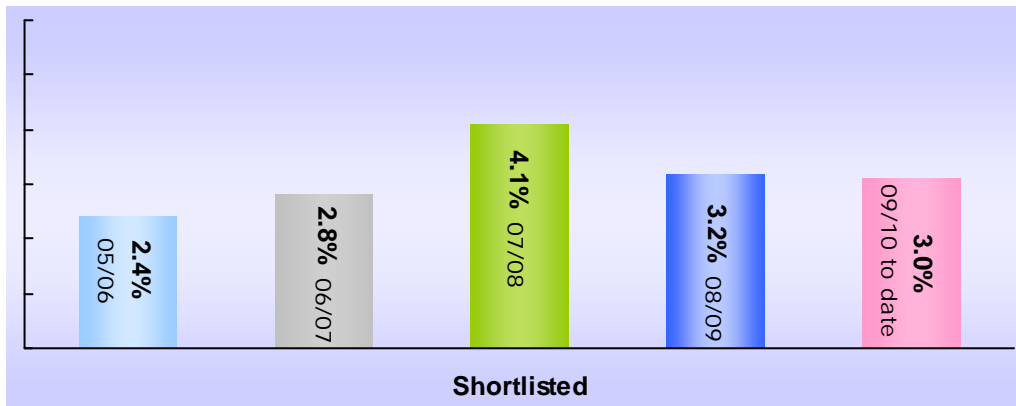
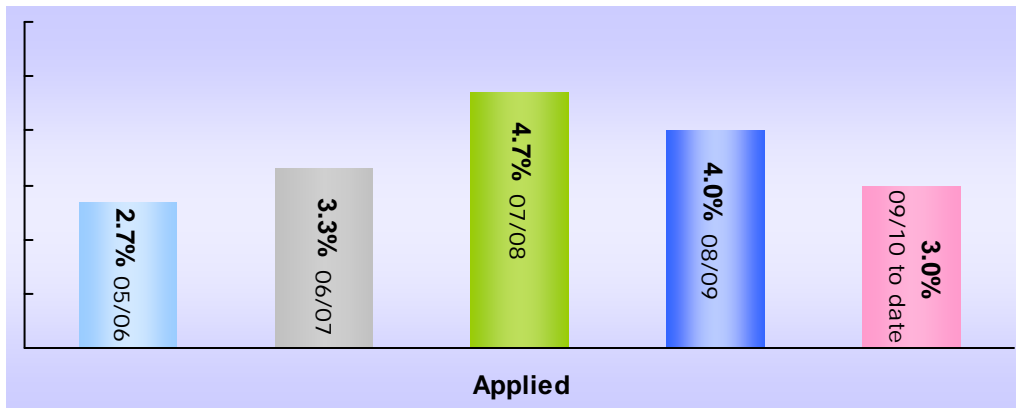
• 'understands local labour market, barriers and impact this has on achieving a diverse workforce'




• 'employment objectives set based on internal monitoring, staff consultation & assessment of local lbr market & barriers'



• 'movement towards greater equality in workforce including representation of women & BAME groups in senior mgmt'

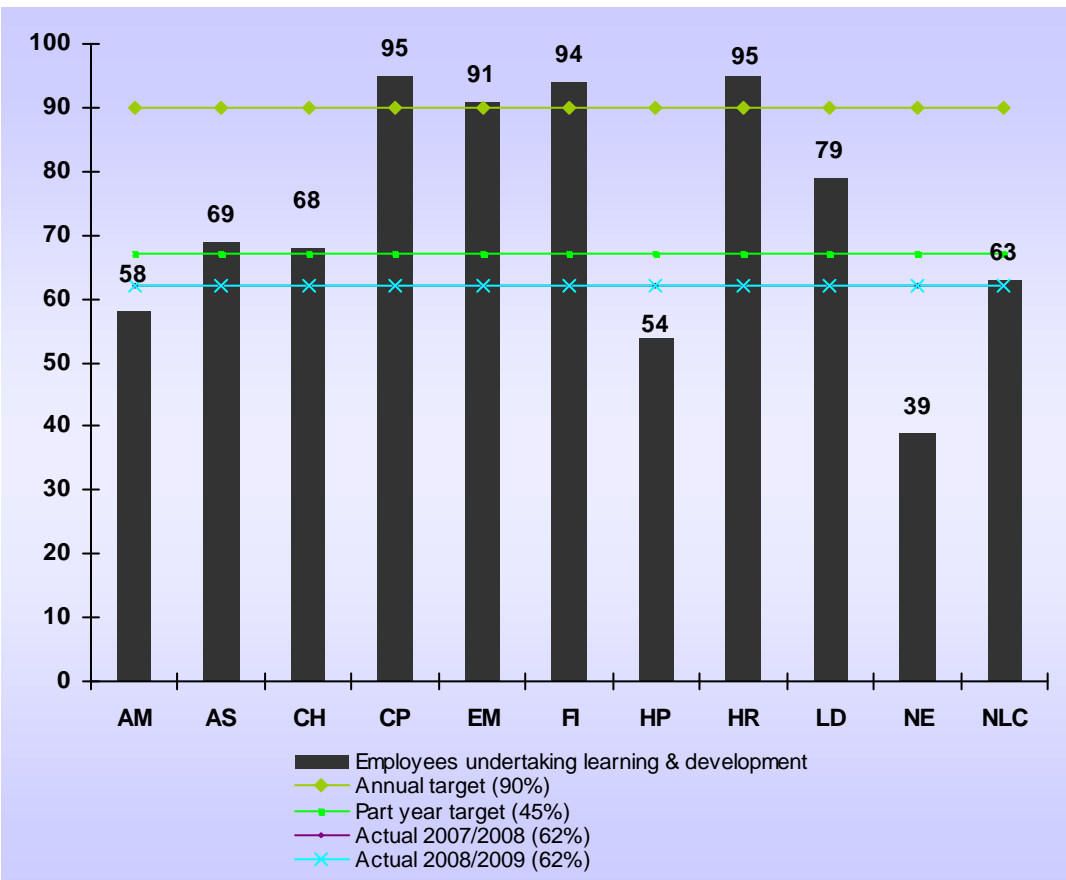


Employees undertaking learning & development activities

	Reporting Period	Apr to Dec 09
	Target	67% (part year)
	Performance	63%
	Same time last year	50%
	Direction of travel	Up

Actions in HR Service Plan

✓ Launch revised generic competency framework	Oct 2009	
✓ Refresh learning & development processes and framework	Oct 2009	
✓ Work with managers to identify apprenticeship opportunities	Mar 2010	
✓ Examine service specific L&D support required	Mar 2010	
✓ Support service areas to undertake skills audit	Jun 2010	
✓ Enhance e-learning provision	Mar 2010	



CAA Key Lines of Enquiry (KLOE)

The council should be able to demonstrate:

Performing adequately: • 'gaps in skills identified with plans to address them'

Performing well: • 'it is fully utilising & promoting its talent through a talent management approach & effective succession planning'

Access to learning & development

62%	female employees have undertaken at least one L&D activity
64%	male employees have undertaken at least one L&D activity
61%	BME employees have undertaken at least one L&D activity
63%	disabled employees have undertaken at least one L&D activity
75%	full time employees have undertaken at least one L&D activity
50%	part time employees have undertaken at least one L&D activity



Employee Development Reviews completed

Reporting Period	Jan 09 to Dec 09
Target	90%
Performance	68%
Last period	71%
Direction of travel	Down

audit Commission CAA Key Lines of Enquiry (KLOE)

The council should be able to demonstrate:

Performing adequately:

- 'effective performance management arrangements, with examples of action taken to resolve poor performance'

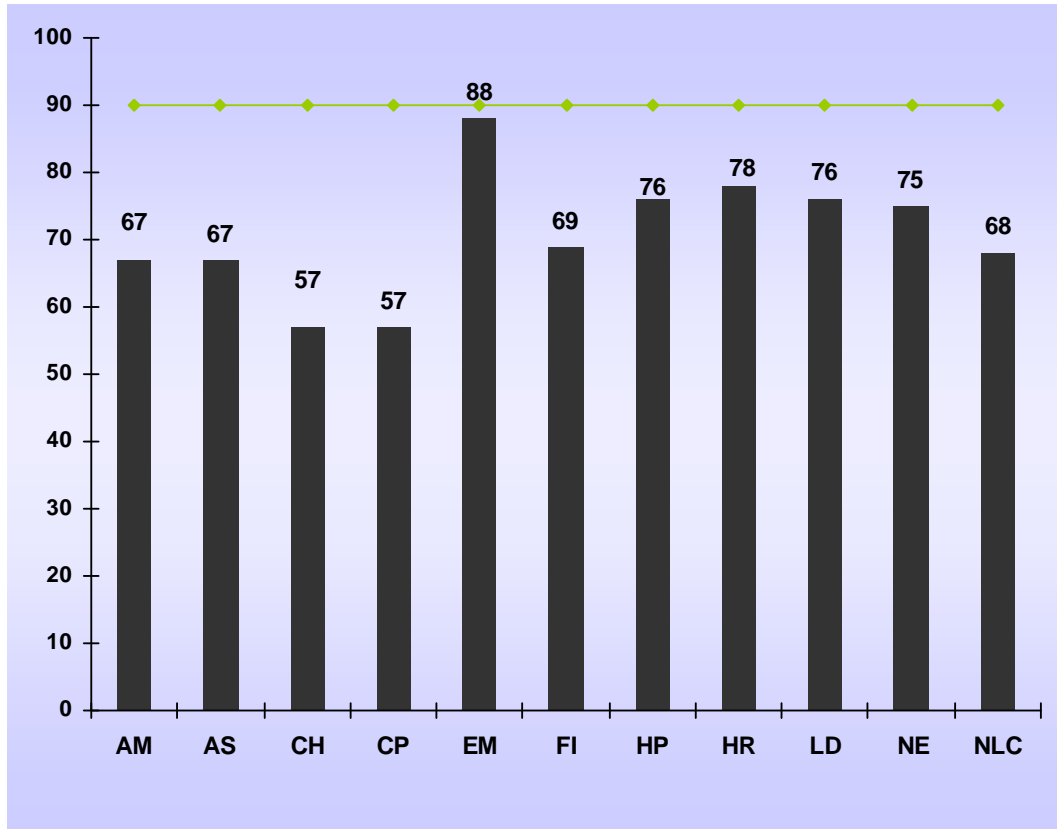
Performing well:

- 'performance management arrangements reflect priorities & have a strong customer and community focus to support new patterns of service delivery'

Equality Framework for Local Government

The council should be able to demonstrate:

- 'Equality issues are integrated into appraisal systems'
- 'Equality implications inform the setting of objectives in mgmt and individual appraisals'
- 'Managers and staff are delivering improvements based on objectives'




Access to EDRs

67%	female employees have completed an EDR in the previous 12 months
71%	male employees have completed an EDR in the previous 12 months
56%	BME employees have completed an EDR in the previous 12 months
61%	disabled employees have completed an EDR in the previous 12 months
69%	full time employees have completed an EDR in the previous 12 months
68%	part time employees have completed an EDR in the previous 12 months



New managers completing manager induction

	Reporting Period	Apr to Dec 09
	Target	100%
	Performance	92%
	2008/2009	95%
	Direction of travel	Down

36 out of 43 managers due to complete between April and December have attended all workshops. The remaining 7 managers have 20 workshops to complete in total.

Actions in HR Service Plan		
✓Launch & review enhanced manager induction programme	Sep 2009 (CW)	
✓Develop provision of change management training	Mar 2010 (CW)	
✓Develop provision of community engagement training	Mar 2010 (CW)	
✓Develop Institute of Leadership & Management (ILM) programme	Jun 2010 (CW)	

CAA Key Lines of Enquiry (KLOE)	
The council should be able to demonstrate:	
Performing adequately:	•'it trains and supports managers to implement the policies & practices consistently'
Performing well:	•'it trains line managers to deal with change management issues and to develop specialist change management skills'

	New managers due to complete between April & December 2009	Number of workshops to be attended	Number of workshops attended	%
Asset Management & Culture	12	72	70	97
Adult Social Services	9	54	52	96
Children & Young Peoples Services	14	84	75	89
Community Planning & Resources	-	-	-	-
Executive Management Team	1	6	5	83
Finance	1	6	6	100
Highways & Planning	1	6	5	83
Human Resources	1	6	1	17
Legal & Democratic	-	-	-	-
Neighbourhood & Environment	4	24	24	100
All new managers	43	258	238	92