

NORTH LINCOLNSHIRE COUNCIL

**CORPORATE SERVICES
CABINET MEMBER**

**QUARTERLY WORKFORCE MONITORING
JANUARY TO MARCH 2008**

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To consider the attached quarterly workforce report.

2. BACKGROUND INFORMATION

- 2.1 A number of key workforce indicators are included in the attached quarterly workforce monitoring report. This covers:
- workforce profiles
 - 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 and People Strategy. 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. The HR diversity plan focuses on specific employment related diversity issues at a councilwide level.

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 2007/2008 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 gender, disability and race 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 January to March 2008 be considered and key issues noted.

SERVICE DIRECTOR HUMAN RESOURCES

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Background Papers used in the preparation of this report: None



Going Forward Together →



North Lincolnshire Council






Quarterly Workforce Monitoring Report

**2007/2008, Q4
January to March 2008**

Quarterly Workforce Monitoring Report Contents

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1 Profile of North Lincolnshire Council employees as at 31 March 2008

		Number of employees												
			F (%)	M (%)	BME (%)	Disability declared (%)	<25 (%)	25-34 (%)	35-44 (%)	45-54 (%)	55-64 (%)	65+ (%)	FT (%)	PT (%)
Asset Management & Culture	AM	324	48	52	0.62	7.10	14	19	25	23	18	1	62	38
Adult Social Care	AS	645	86	14	1.86	6.67	3	12	28	35	21	1	42	58
Community Planning & Resources	CP	221	77	23	3.17	4.98	7	13	28	29	23	0	45	55
Executive Management Team*	EM	66	61	39	4.55	4.55	11	28	24	23	14	0	85	15
Finance	FI	223	78	22	2.24	2.24	6	15	32	35	12	0	67	33
Highways & Planning	HP	409	49	51	0.98	3.18	2	8	20	31	33	6	56	44
Human Resources	HR	70	80	20	2.86	11.43	9	26	26	19	20	0	83	17
Learning, Schools & Communities	LC	3804	84	16	1.63	1.26	5	17	31	30	16	1	50	50
Legal & Democratic	LD	68	75	25	1.47	5.88	7	32	19	32	9	1	79	21
Neighbourhood & Environment	NE	1014	69	31	1.28	1.78	4	11	27	34	23	1	38	62
Learning, Development & Support	SH	4	100	0	0.00	0.00	0	0	0	0	100	0	100	0
Children Strategy & Partnerships	SP	326	80	20	1.84	4.91	7	18	30	31	14	0	74	26
North Lincolnshire Council	NLC	7174	77	23	1.63	2.68	5	16	29	31	18	1	51	49
North Lincolnshire population			51	49	2.5	15.05	15.6	18.2	21.6	20.8	16.8	7		

* Includes Strategic Regeneration & Strategy Development

2 Employee Turnover: Employees leaving the organisation



Aim 3: Diverse, skilled and motivated workforce

Outcome: Low staff turnover

Employees leaving between 1 April 2007 and 31 March 2008

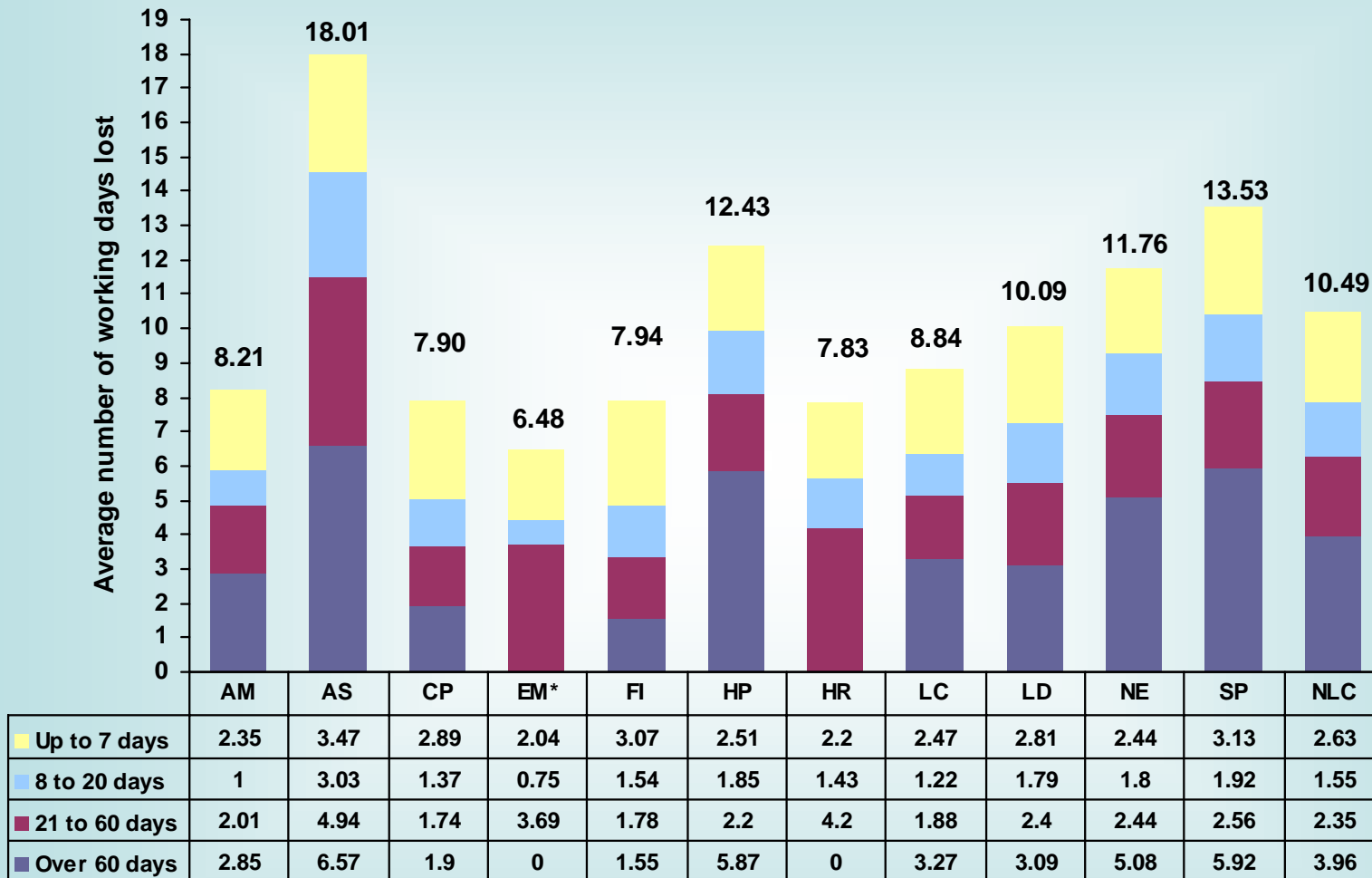
Service	All Leavers (%)	Voluntary Leavers (%)	Gender		BME (%)	Disability (%)	Age Group (%)					
			F (%)	M (%)			<25 (%)	25-34 (%)	35-44 (%)	45-54 (%)	55-64 (%)	65+ (%)
AM	8.33	7.72	44	56	0.00	0.00	19	15	40	15	7	4
AS	9.46	5.43	62	38	1.64	14.75	12	16	13	31	23	5
CP	8.14	6.33	78	22	5.56	5.56	33	0	22	6	39	0
EM	7.58	4.55	60	40	0.00	0.00	20	40	0	0	40	0
FI	6.28	4.48	86	14	0.00	0.00	7	21	29	14	29	0
HP	7.58	5.87	55	45	6.45	3.23	13	7	16	19	32	13
HR	7.14	7.14	100	0	0.00	20.00	0	40	40	20	0	0
LC	7.99	5.63	77	23	2.30	0.99	6	22	25	16	27	4
LD	4.41	0.00	100	0	0.00	0.00	0	0	0	33	67	0
NE	9.86	6.61	70	30	0.00	1.00	9	12	18	18	32	11
SP	6.44	5.21	90	10	9.52	0.00	5	14	38	29	14	0
NLC	8.24	5.80	72	28	2.37	2.71	9	18	23	18	27	5
NLC Workforce			77	23	1.63	2.68	5	16	29	31	18	1

All leavers includes all employees who have left employment with North Lincolnshire Council in the previous 12 months. Voluntary leavers includes all employees **resigning** from employment with the council. Excludes casual employees.

3 Sickness Absence: Average number of days lost per FTE employee

Aim 4: Promoting a healthy and safe working environment

Outcome: Reduced sickness absence



	Direction of Performance	Target 2007/2008	Actual 2007/2008	Key information: The number of days lost due to sickness absence is significantly above target at 10.49 days. This is compared to 9.03 days in 2006/2007. Performance Improvement Panel is currently looking at performance on this indicator with 'star chambers' to be held with Service Directors. HR Management Team have requested detailed analysis on reasons and patterns of absence to start identifying key areas for action. Performance will also be benchmarked as part of the 2008 CIPFA Benchmarking club. The final figure for the BV12 is 10.24 days (best value performance indicator - national definition).
		8.8 days	10.49 days	

4 Recruitment & Selection: Advertised posts resulting in appointment

Aim 3: Attracting and retaining a diverse, skilled and motivated workforce

Outcome: Right person appointed in right place at right time / Low advertising costs



	Q3 2006/2007	Q4 2006/2007	Q1 2007/2008	Q2 2007/2008	Q3 2007/2008	Q4 2007/2008
Appointment Made	80	80	78	72	79	79
Target	85	85	85	85	85	85



No appointment made (21%)

39% No applicants [11]

61% No suitable applicant [17]

132 out of 145 vacancies advertised (Recruitment ongoing for 13 vacancies at time QPR published).



Average advertising spend per appointment

2006/2007 Q2 £194.67

2006/2007 Q3 £109.19

2006/2007 Q4 £142.02

2007/2008 Q1 £52.63

2007/2008 Q2 £210.11

2007/2008 Q3 £178.63

2007/2008 Q4 £124.49

Direction of Performance	Target	Actual (Q4)	Key information: The percentage of posts resulting in appointment has remained constant in the current quarter at 79%. Benchmarking data with other local councils shows a lower success rate for North Lincolnshire Council. However, the average spend on advertising is significantly lower compared to councils within the sub-region.
	85%	79%	

5 Recruitment & Selection: Analysis of advertising spend and outcomes

Source	Spend	All Applicants	Successful Applicants	% Spend	% All Applicants	% Successful Applicants	Cost per applicant by source
Not recorded	-	11	4	-	0.8	2.9	-
Not stated	-	133	23	-	10.0	16.7	-
Expression of interest	0	1	1	0.0	0.1	0.7	No Cost
NLC Bulletin	0	159	17	0.0	11.9	12.3	No Cost
NLC Website/Online Application	0	807	68	0.0	60.4	49.3	No Cost
Direct Magazine	0	19	5	0.0	1.4	3.6	No Cost
Other – word of mouth	0	42	11	0.0	3.1	8.0	No Cost
Other – Redeployee	0	13	4	0.0	1.0	2.9	No Cost
Job Centre	0	122	5	0.0	9.1	3.6	No Cost
Other – websites	1068.42	6	0	6.2	0.4	0.0	178.07
Scunthorpe & Grimsby Telegraph	1300.06	10	0	7.6	0.7	0.0	130.01
The Guardian	9119.11	5	0	53.1	0.4	0.0	1823.82
Specialist Publications	5222.05	7	0	30.4	0.5	0.0	746.01
All	17179.64	1336	138	100.0	100.0	100.0	12.86

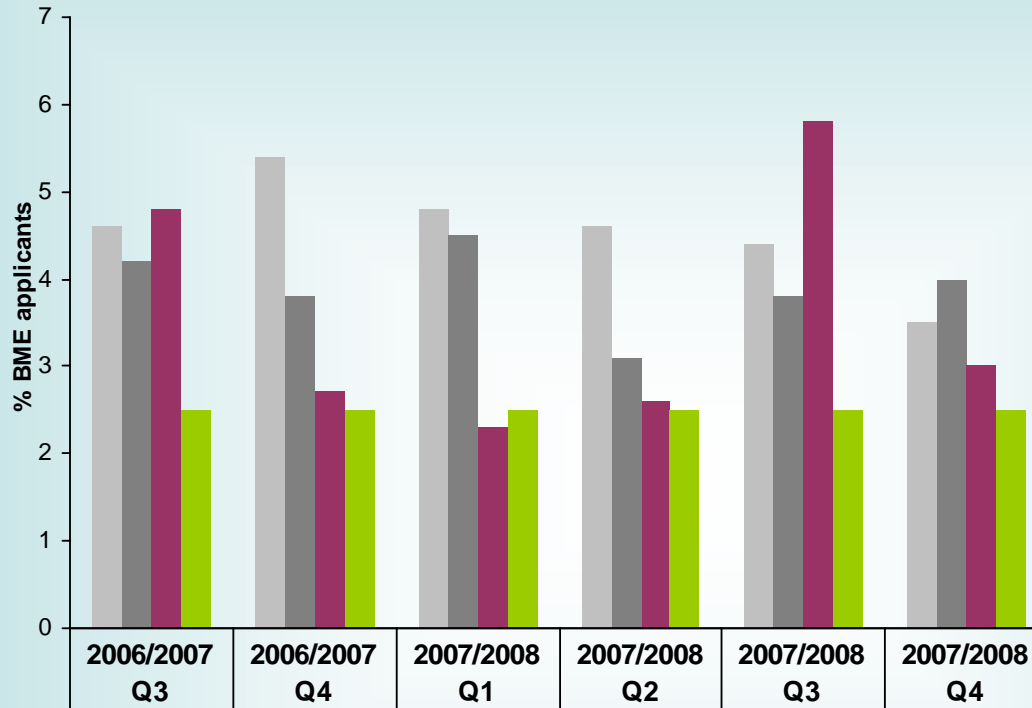
Based on 148 advertised posts with closing date between 1 January 2008 and 31 March 2008. As at 6 May 2008, a recruitment decision had been made on 132 out of 145 advertised posts. 3 vacancies withdrawn after going to advert. (Excludes schools)

6 Recruitment & Selection: BME applicants compared to local population



Aim 3: Attracting and retaining a diverse, skilled and motivated workforce

Outcome: Workforce representative of local population



	2006/2007 Q3	2006/2007 Q4	2007/2008 Q1	2007/2008 Q2	2007/2008 Q3	2007/2008 Q4
Applied	4.6	5.4	4.8	4.6	4.4	3.5
Shortlisted	4.2	3.8	4.5	3.1	3.8	4
Appointed	4.8	2.7	2.3	2.6	5.8	3
Local Population	2.5	2.5	2.5	2.5	2.5	2.5

Comparative data (%)		
	Workforce	Leavers
BME Employees	1.63%	2.37%

*Excludes school based vacancies



Direction of Performance



Target

2.5%
2001 Census

Actual (Q4)

3.5% applied
4.0% shortlisted
3.0% appointed

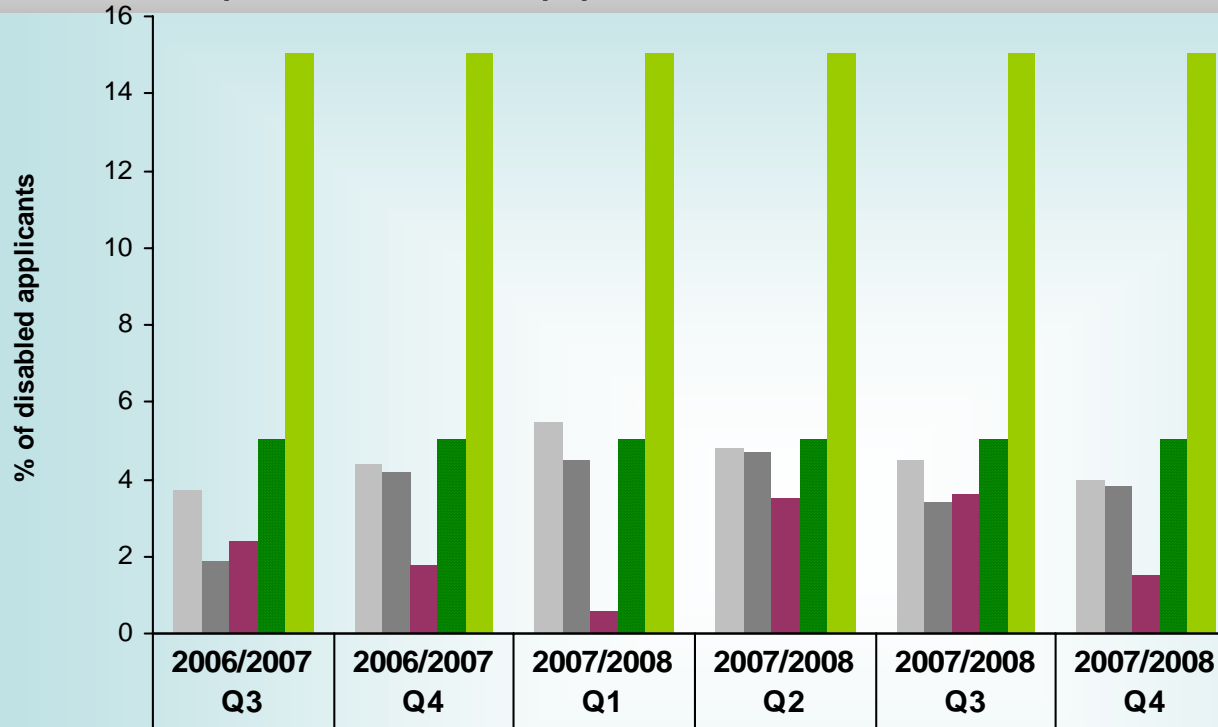
Key information: The proportion of BME applicants remains above local population figures at all stages of the recruitment process. Out of 47 BME applicants, 20 were shortlisted, with four applicants successfully obtaining employment with the council. Success rates for BME applicants have fallen in this quarter: 8.5% of BME applicants successfully appointed compared to 10.5% of 'white' applicants. However, success rates meet the four-fifths rule.

7 Recruitment & Selection: Disabled applicants compared to local population



Aim 3: Attracting and retaining a diverse, skilled and motivated workforce

Outcome: Workforce representative of local population



Comparative data (%)		
	Workforce	Leavers
Disabled Employees	2.68%	2.71%

	2006/2007 Q3	2006/2007 Q4	2007/2008 Q1	2007/2008 Q2	2007/2008 Q3	2007/2008 Q4
Applied	3.7	4.4	5.5	4.8	4.5	4
Shortlisted	1.9	4.2	4.5	4.7	3.4	3.8
Appointed	2.4	1.8	0.6	3.5	3.6	1.5
NLC Target	5	5	5	5	5	5
Local population	15.05	15.05	15.05	15.05	15.05	15.05

*Excludes school based vacancies

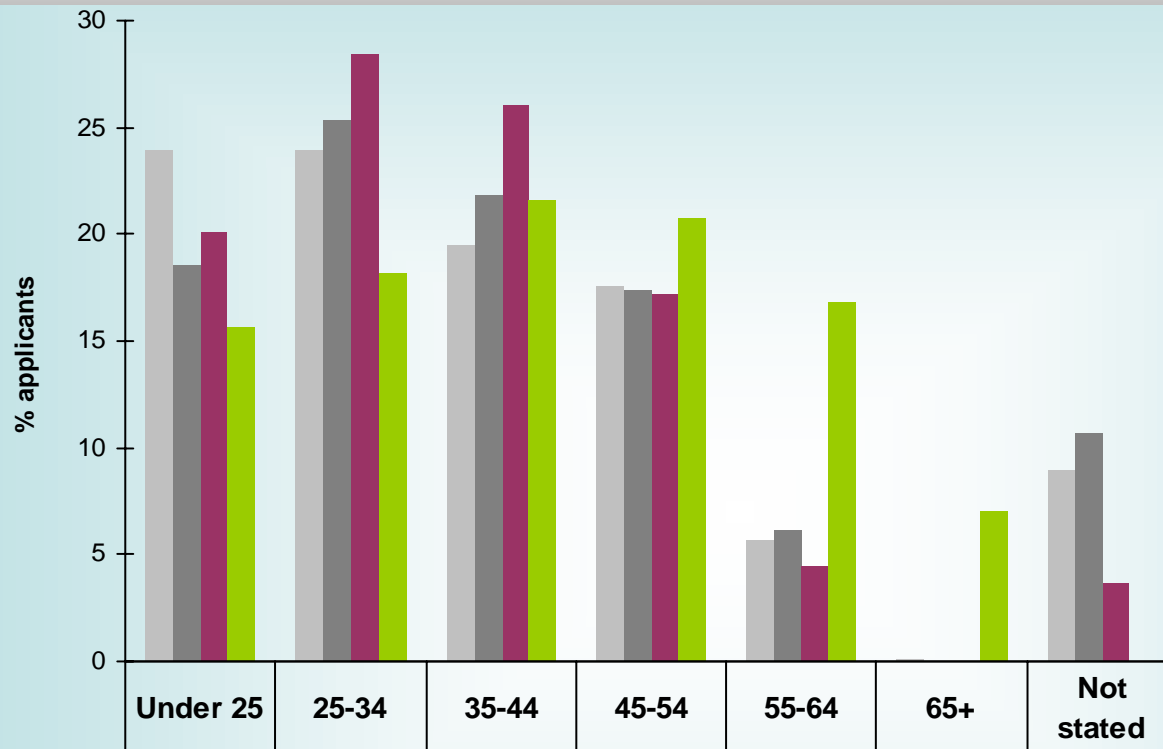
	Direction of Performance	Target	Actual (Q4)	Key information: The number of applicants declaring a disability has fallen in 'applied' and 'successful' categories compared to the previous quarter. The proportion of appointed applicants remains below the NLC target and North Lincolnshire population profile. Out of 53 applicants declaring a disability, 19 were shortlisted, with two applicants obtaining employment with the council.
		5%	4.0% applied 3.8% shortlisted 1.5% appointed	

8 Recruitment & Selection: Applicants by age compared to local population



Aim 3: Attracting and retaining a diverse, skilled and motivated workforce

Outcome: Workforce representative of local population



Comparative data (%)		
	Workforce	Leavers
<25	5	9
25-34	16	18
35-44	29	23
45-54	31	18
55-64	18	27
65+	1	5

	Under 25	25-34	35-44	45-54	55-64	65+	Not stated
Applied	24	24	19.5	17.6	5.7	0.1	9
Shortlisted	18.6	25.3	21.9	17.4	6.1	0	10.7
Appointed	20.1	28.4	26.1	17.2	4.5	0	3.7
Local Population	15.6	18.2	21.6	20.8	16.8	7	-

*Excludes school based vacancies

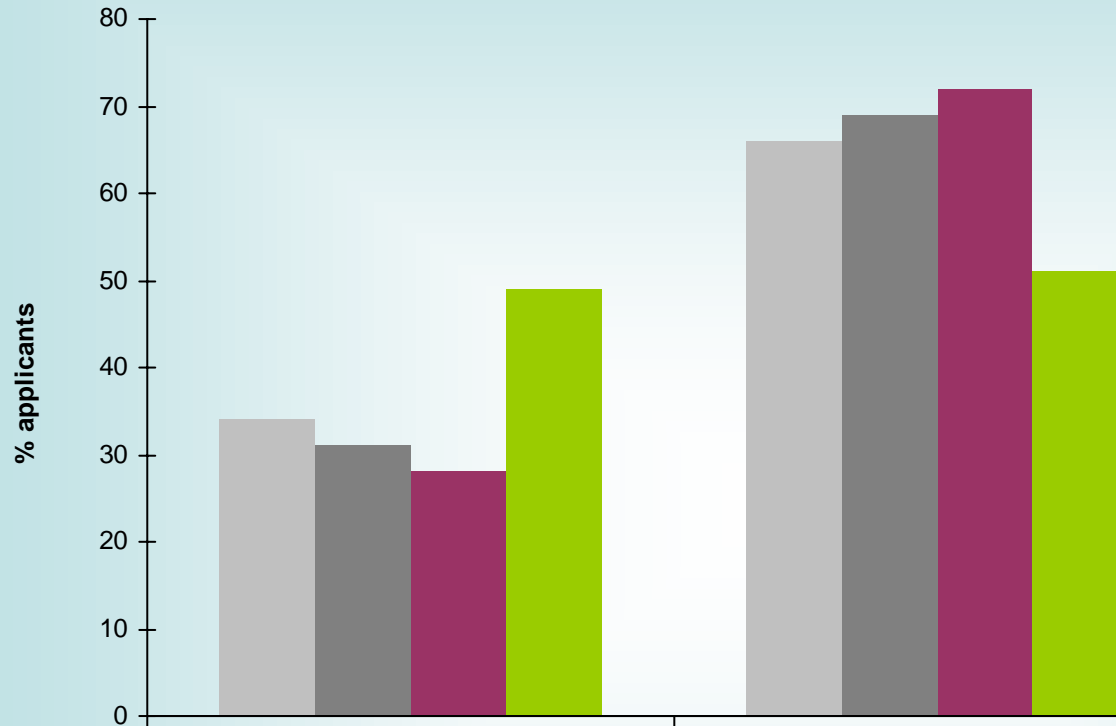
Direction of Performance	Target	Actual (Q4)	Key information: Applicants in the three youngest age groups are over-represented cf. local population. Under-representation is marked in 55-64 bracket and follows trend identified in previous quarters. Although this partly redresses the balance with younger age groups under-represented in current workforce, it does show areas of under-representation compared to the local population
	Representative of local population	Mirrors skew of age population	

9 Recruitment & Selection: Applicants by gender compared to local population



Aim 3: Attracting and retaining a diverse, skilled and motivated workforce

Outcome: Workforce representative of local population



Comparative data (%)		
	Workforce	Leavers
Male	23	28
Female	77	72

	Male	Female
Applied	34	66
Shortlisted	31	69
Appointed	28	72
Local Population	49	51

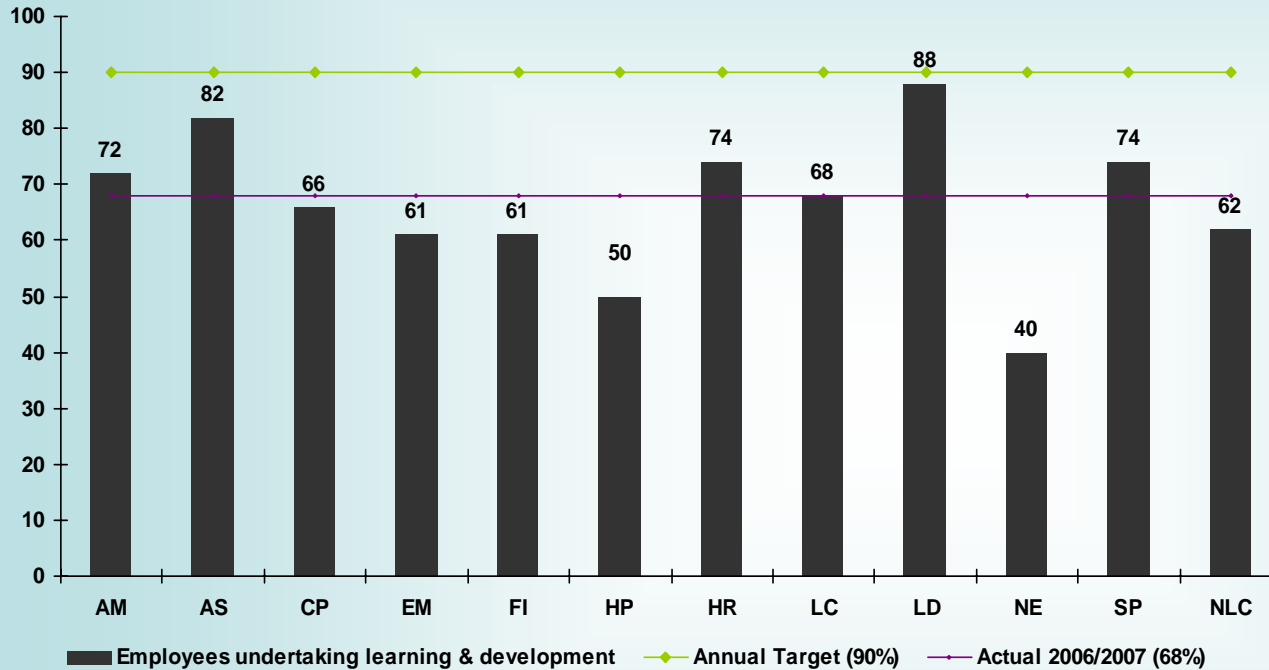
*Excludes school based vacancies









	Direction of Performance	Target	Actual (Q4)	Key information: Females continue to be over-represented at all stages of the recruitment and selection process compared to the local population gender profile. This gender profile follows both regional and national patterns for local government.
		None set	Female applicants over-represented	

10 Learning & Development: Employees undertaking L&D activities

Aim 7: Developing the workforce and councillor skills and capacity



Outcome: Competent and skilled employees/Access to required learning and development for all



	LD Activities*	Workforce*
		
 Female	71%	71%
 Male	29%	29%
 BME	2.09%	1.96%
 Disabled	3.80%	4.12%
 >25	6%	5%
25-34	15%	14%
35-44	27%	27%
45-54	33%	33%
55-64	18%	20%
65+	1%	1%
 Part Time	42%	48%
 Full Time	58%	52%

*Excludes schools

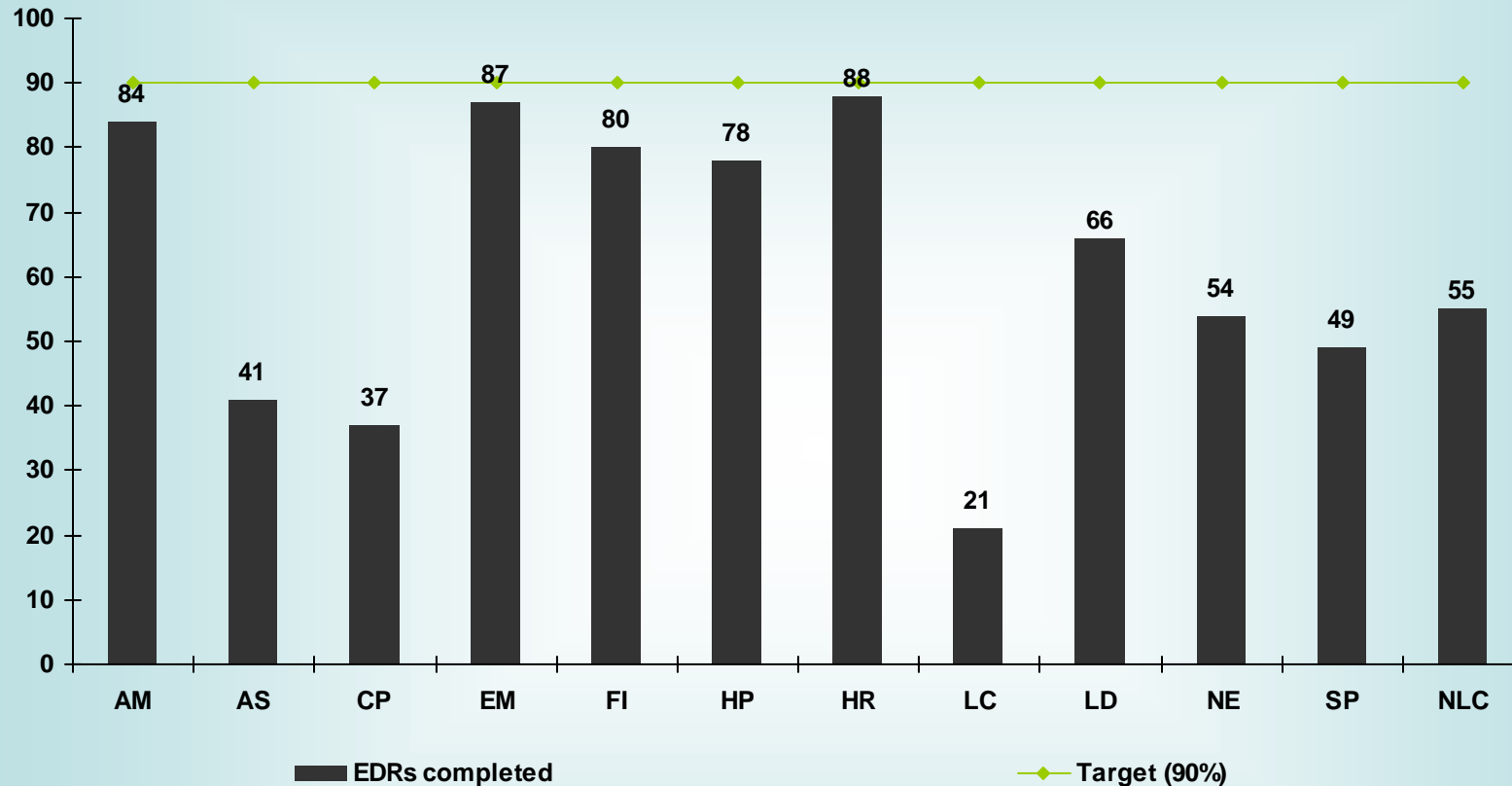
*Excludes schools

	Direction of Performance	Target	Actual	Key information: The percentage of employees undertaking learning and development has fallen compared to 2006/2007 – from 68% to 62%. It was anticipated that the roll out of e-LADAR during the year would have a positive impact on this indicator. Diversity information compares the profile of the council's workforce against employees who have undertaken learning & development activities within 2007/2008.
		90%	62%	

11 Learning & Development: EDRs completed in previous 12 months

Aim 7: Developing the workforce and councillor skills and capacity

Outcome: Competent and skilled employees



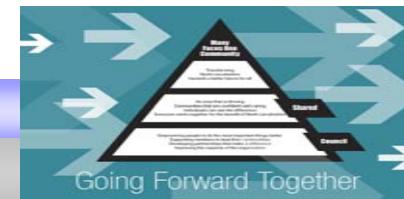
*Excludes schools and casual employees

Direction of Performance	Target	Actual (Q4)	Actual (previous quarter)	Key information: The percentage of employees with EDRs completed in the previous 12 months has increased by 6% since the last quarter. There are still low levels of recording in this area which is impacting on the result, which continues to fall. This indicator will be reconsidered by the Performance Improvement Panel in June 2008. All services have been requested to provide up to date EDR information – there are still some services with significantly low levels of recording.
	100%	55%	49%	

12 Learning & Development: New managers completing manager induction

Aim 2: Developing leadership capacity

Outcome: Competent and skilled leaders and managers



Service	Month new manager started												Total number of new managers	New managers booked on workshops		New managers undertaking workshops		New managers completed induction	
	April	May	June	July	August	September	October	November	December	January	February	March							
AM	0	0	0	0	0	0	0	0	0	4	0	0	4	0	0	3	75	1	25
AS	2	2	0	1	1	0	0	0	0	3	0	1	10	0	0	5	50	4	40
CP	0	0	0	0	0	0	0	0	0	0	0	0	None	-	-	-	-	-	-
EM	0	0	0	0	0	2	0	0	1	2	2	0	7	0	0	5	71	1	14
FI	0	0	0	0	0	0	1	0	0	0	1	0	2	0	0	1	50	1	50
HP	0	1	0	0	0	0	0	0	0	1	0	0	2	0	0	1	50	1	50
HR	0	0	0	0	0	0	0	0	0	0	0	0	None	-	-	-	-	-	-
LC	1	0	0	1	0	0	0	0	0	0	1	0	3	0	0	0	0.0	3	100
LD	0	0	0	0	0	0	1	0	0	1	0	0	2	0	0	2	100	0	0.0
NE	0	1	0	1	0	1	0	0	0	1	0	0	4	0	0	2	50	2	50
SP	1	1	1	0	0	0	1	0	2	2	1	3	12	2	17	5	42	3	25
NLC	4	5	1	3	1	3	3	0	3	14	5	4	46	2	4	24	52	16	35



Direction of Performance



Target

100%

Actual

35%

Key information: This indicator is currently subject to a councilwide Performance Improvement Panel. An improvement plan was drawn up during 2007/2008 and included earlier identification of new managers, review of workshop provision and closer working between Learning & Development team and HR service teams. Workforce information was also improved and there will be changes to the indicator from Q1, 2008/2009 onwards to enable earlier reporting of performance. It has taken time for these changes to be embedded and it is anticipated that impact will continue to be realised during 2008/2009.