Report of the Service Director
Human Resources

Decision to be taken after:
3 February 2009

NORTH LINCOLNSHIRE COUNCIL

CORPORATE SERVICES
CABINET MEMBER

QUARTERLY WORKFORCE MONITORING JULY TO SEPTEMBER 2008

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 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. 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.

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 2008/2009 targets. This report incorporates external benchmarking data from the 2008 CIPFA HR Benchmarking Club where appropriate.

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 July to September 2008 be considered and key issues noted.

SERVICE DIRECTOR HUMAN RESOURCES

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Date: 8 December 2008

Background Papers used in the preparation of this report: None

North Lincolnshire Council

Quarterly Workforce Monitoring Report

July to September 2008

	1	**Workforce**	Profile of North Lincolnshire Council employees
	2	**Employee Turnover**	Employees leaving the organisation
	3	**Sickness Absence**	Average number of days lost per employee
	4	**Recruitment and Selection**	Advertised posts resulting in appointment
	5	**Recruitment and Selection**	BME applicants compared to local population
	6	**Recruitment and Selection**	Applicants declaring disability compared to local population
	7	**Learning and Development**	Employees undertaking learning and development activities
	8	**Learning and Development**	Employee Development Reviews completed in previous 12 months
	9	**Learning and Development**	New managers completing manager induction

1 Council workforce profile as at 30 September 2008

		Total	Gender		BME	Disabled	Age						Hours	
			F %	M %	%	%	<25 %	25-34 %	35-44 %	45-54 %	55-64 %	65+ %	FT %	PT %
Asset Management & Culture	AM	329	49	51	0.61	6.99	13	20	25	24	17	1	64	36
Adult Social Care	AS	639	87	13	1.88	6.10	3	12	27	34	22	2	42	58
Community Planning & Resources	CP	209	77	23	3.83	4.78	5	14	28	28	25	0	46	54
Executive Management Team	EM	70	66	34	4.29	4.29	9	32	24	21	14	0	81	19
Finance	FI	221	78	22	2.26	2.26	6	15	32	34	13	0	68	32
Highways & Planning	HP	406	50	50	1.48	3.45	2	9	18	32	33	6	56	44
Human Resources	HR	69	80	20	2.90	10.14	7	29	22	20	22	0	84	16
Learning, Schools & Communities	LC	3713	85	15	1.64	1.21	5	18	31	29	16	1	50	50
Legal & Democratic	LD	71	75	25	1.41	4.23	6	28	21	32	11	2	79	21
Neighbourhood & Environment	NE	1030	68	32	1.55	1.94	4	11	26	34	23	2	38	62
Children Strategy & Partnerships	SP	338	81	19	1.78	4.44	6	20	27	32	14	1	73	27
North Lincolnshire Council	**NLC**	**7095**	**78**	**22**	**1.72**	**2.59**	**5**	**16**	**29**	**30**	**19**	**1**	**51**	**49**
Local population			51	49	2.5	15.05	15.6	18.2	21.6	20.8	16.8	7		

2 Employee Turnover

Reporting Period	**Oct 07 to Sep 08**
Target	**7.6%**
Performance	**6.69%**
Last period	**5.94%**
Direction of Travel	**Down**

Comments:

Although voluntary turnover has increased within this quarter, it remains below the average rate identified in the target. It also remains below the 7.62% of employees voluntarily leaving employment with the council during 2007/2008. The target is based on the average voluntary turnover rate for 34 unitary authorities included in 2008 CIPFA HR benchmarking. Service areas will consider their turnover rates through QPRs and workforce planning.

		All leavers (%)	Voluntary leavers (%)	Gender		BME	Disabled	Age					
				F %	M %	%	%	<25 %	25-34 %	35-44 %	45-54 %	55-64 %	65+ %
Asset Management & Culture	AM	10.94	9.42	53	47	0.0	2.78	14	25	28	17	8	8
Adult Social Care	AS	9.70	5.63	69	31	0.0	12.90	10	18	14	29	26	3
Community Planning & Resources	CP	11.96	9.57	84	16	0.0	8.0	24	4	24	20	16	12
Executive Management Team	EM	8.57	5.71	17	83	0.0	0.0	33	17	0	17	33	0
Finance	FI	5.88	3.62	85	15	0.0	0.0	0	23	15	15	39	8
Highways & Planning	HP	9.36	6.40	55	45	5.26	2.63	5	8	16	18	42	11
Human Resources	HR	11.59	10.14	75	25	0.0	25.0	13	13	37	24	13	0
Learning, Schools & Communities	LC	10.37	6.89	79	21	2.34	0.78	8	25	22	16	26	3
Legal & Democratic	LD	5.63	2.82	75	25	0.0	0.0	0	25	25	0	50	0
Neighbourhood & Environment	NE	9.42	6.70	72	28	0.0	2.06	8	15	19	21	25	12
Children Strategy & Partnerships	SP	6.51	4.73	77	23	9.09	4.55	13	18	36	23	5	5
North Lincolnshire Council	**NLC**	**9.81**	**6.69**	**74**	**26**	**1.87**	**2.87**	**9**	**21**	**22**	**18**	**25**	**5**

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.

Benchmarking data for turnover:

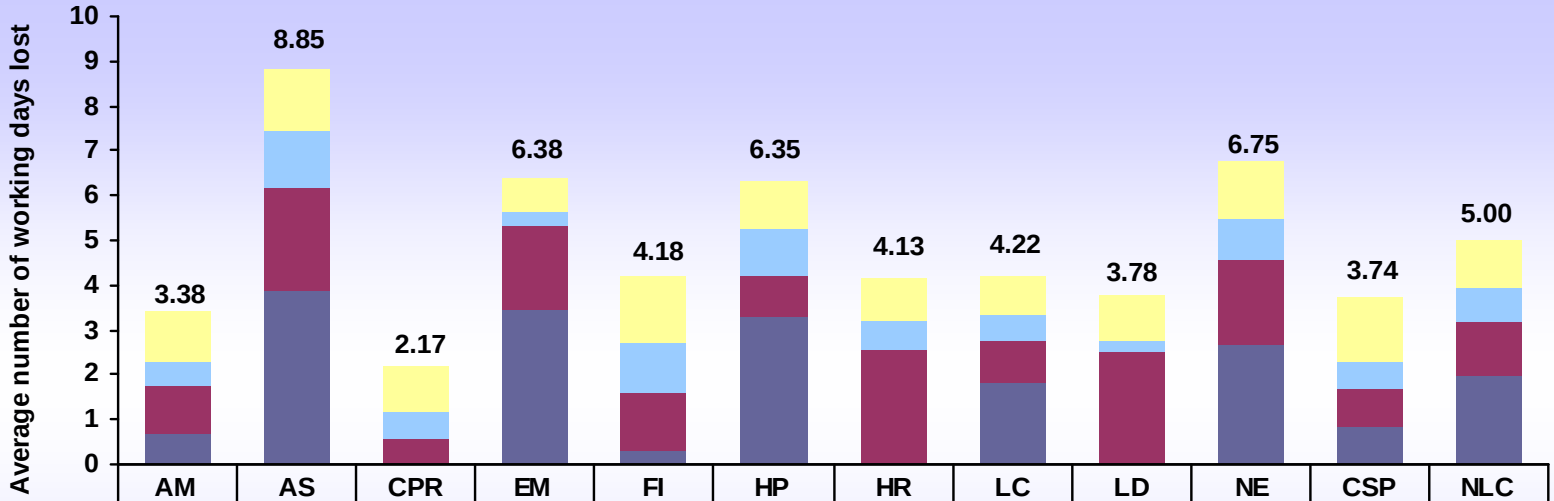
- Turnover rate for North Lincolnshire Council for all employees leaving during 2007/2008 was 7.1%
- Average turnover rate for unitary councils was 13.9% (based on 38 councils providing data)
- The council has the second lowest turnover rate compared to other unitary councils
- Includes permanent employees and temporary/FTC employees over one year. Excludes employees leaving post for another in the council

3 Sickness Absence

Reporting Period	April to Sept 2008
Target	4.4 days
Performance	5.00 days
Same time last year	4.85 days
Direction of Travel	Down

Comments:

The number of days lost due to sickness absence is currently exceeding the quarterly target of 4.4 days (based on annual target of 8.8 days). This is above sickness absence levels at the same time last year. Compared to Q2, 2007/2008, there is very little difference with regard to the proportion of days lost per employee in each length category.



	AM	AS	CPR	EM	FI	HP	HR	LC	LD	NE	CSP	NLC
Up to 7 days	1.1	1.4	1.02	0.74	1.45	1.1	0.96	0.86	1	1.25	1.44	1.05
8 to 20 days	0.51	1.27	0.56	0.33	1.15	1.03	0.63	0.62	0.3	0.95	0.62	0.75
21 to 60 days	1.1	2.28	0.59	1.84	1.24	0.94	2.54	0.91	2.48	1.88	0.85	1.23
Over 60 days	0.67	3.9	0	3.47	0.34	3.28	0	1.83	0	2.67	0.83	1.97

Benchmarking data for 2007/2008 based on BV12:

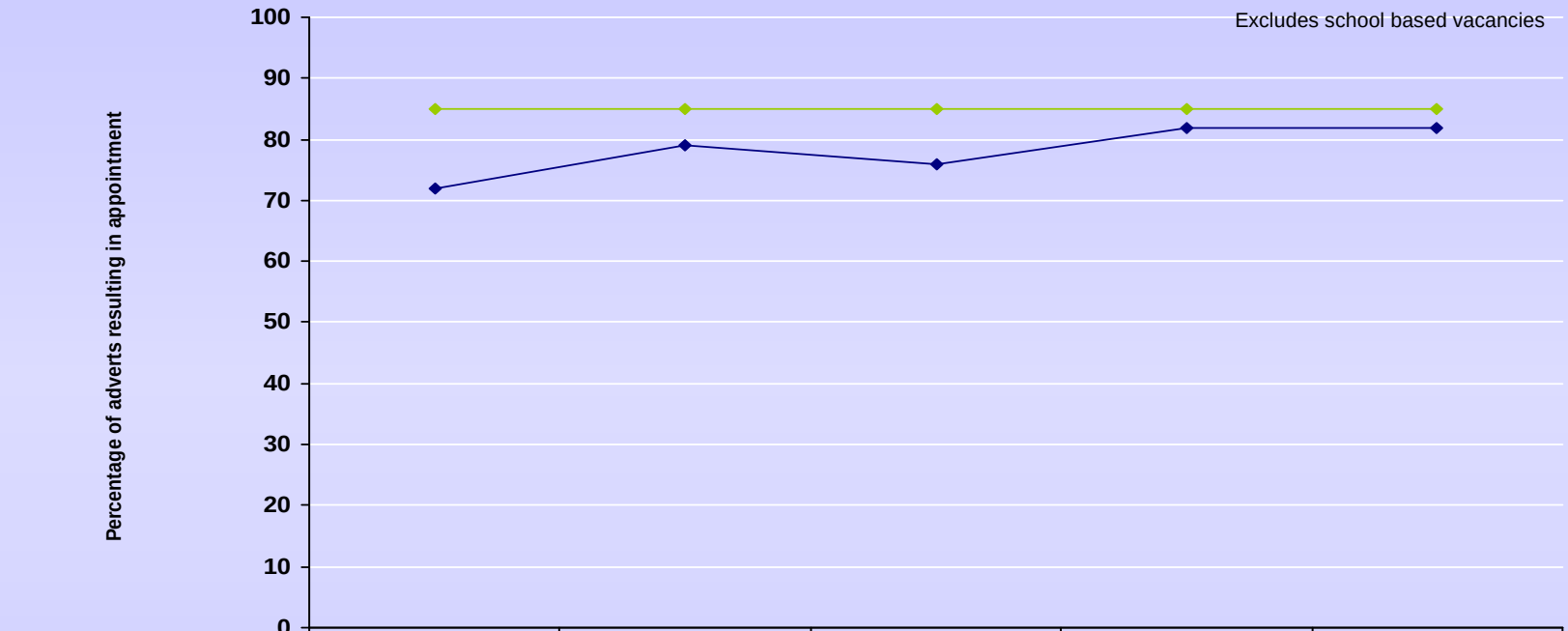
- North Lincolnshire Council sickness absence levels increased from 9 days to 10.2 days
- The average number of days lost per FTE employee for unitary councils was 10.2 days
- Sickness absence levels ranged from 14.0 days to 6.9 days across 38 unitary councils providing data
- The council's performance has moved from upper quartile to average in 2007/2008
- The council has slightly lower proportion of short term absence – 3.5 days compared to 4.7 days on average for unitary councils
- Long term absence tends to be higher – 6.7 days compared to 5.8 days on average for unitary councils

4 Advertised posts resulting in appointment

Reporting Period	July to Sept 2008
Target	85%
Performance	82%
Last period	82%
Direction of Travel	No change

Comments:

The percentage of posts resulting in appointment has remained constant in the current quarter. The average advertising spend per appointment has fallen from £158.18 (Q1) to £45.11 (Q2) with little effect on performance. The council's website continues to be the most effective source yielding 57% (1128) of all applicants and 45% (73) of successful applicants.



	Jul to Sep 2007	Oct to Dec 2007	Jan to Mar 2008	Apr to Jun 2008	Jul to Sep 2008
Appointment Made	72	79	76	82	82
Target	85	85	85	85	85

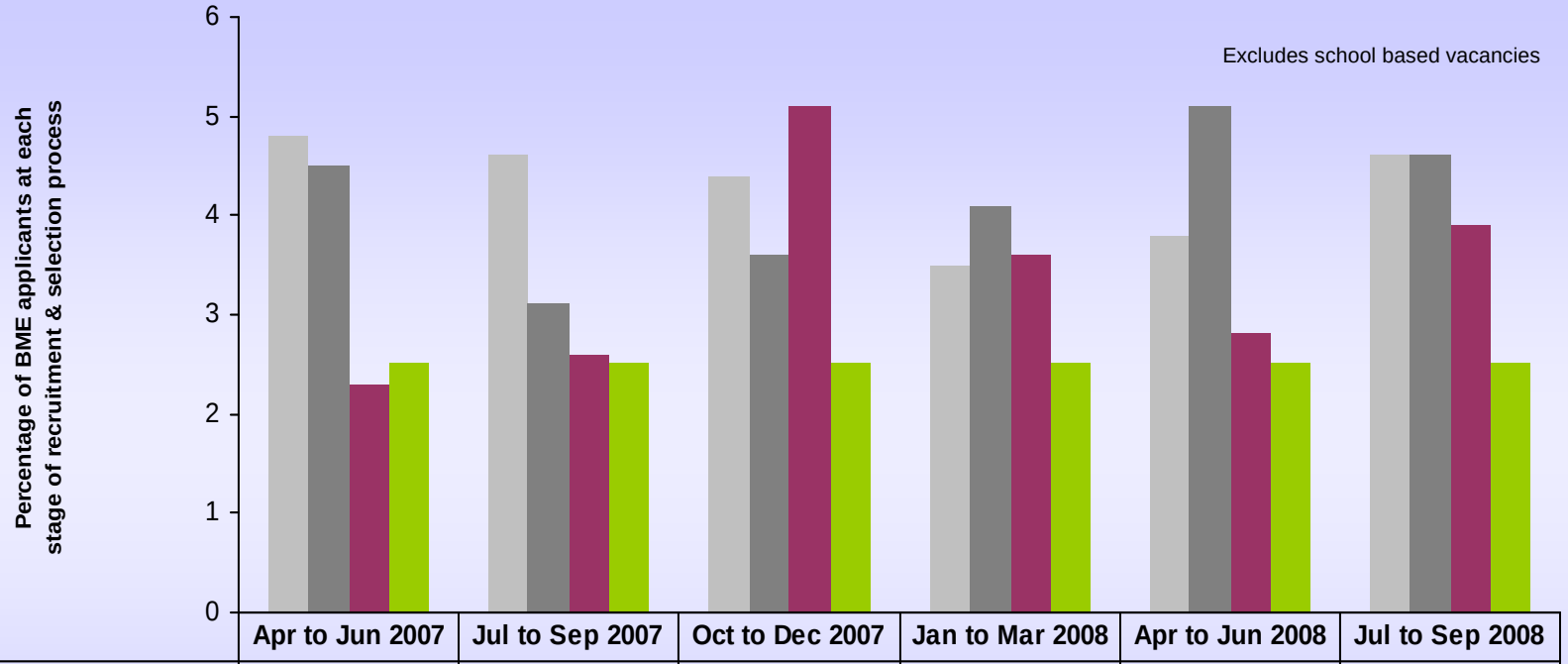
Benchmarking data for cost per appointee:

- Advertising expenditure divided by number of appointments made in 2007
- North Lincolnshire Council's cost per appointment in 2007 was £105
- The average cost per appointment for unitary councils in 2007 was £946 (based on 23 councils providing data)
- North Lincolnshire Council had the lowest cost per appointee placing it in top quartile for low cost

5 BME applicants compared to local population

Reporting Period	July to Sept 2008
Target	2.5%
Performance	3.9%
Last period	2.8%
Direction of Travel	Up

Comments:
The proportion of BME applicants remains above local population figures at all stages of the recruitment process. Out of 92 BME applicants, 32 were shortlisted, with six applicants successfully obtaining employment with the council. 35% of all BME applicants were shortlisted and invited to interview. 6.5% of all BME applicants who applied were successful in obtaining employment – this equates to 3.9% of all applicants appointed during the period.

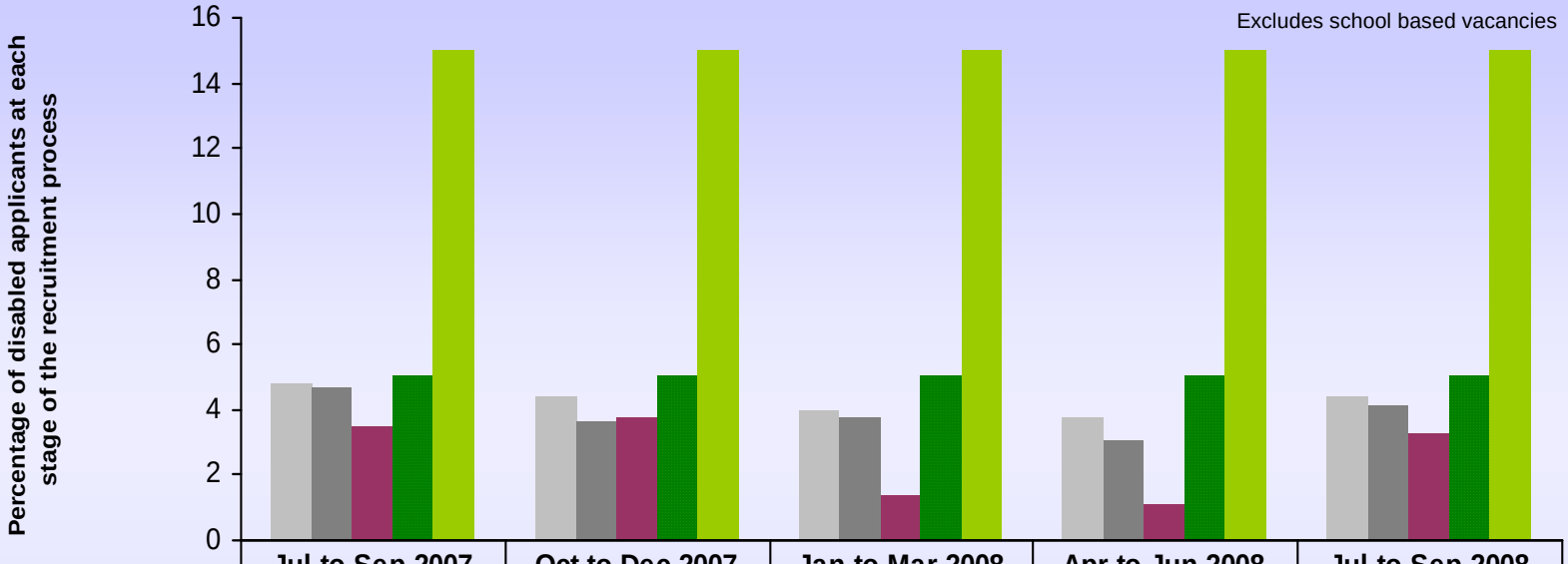


	Apr to Jun 2007	Jul to Sep 2007	Oct to Dec 2007	Jan to Mar 2008	Apr to Jun 2008	Jul to Sep 2008
Applied	4.8	4.6	4.4	3.5	3.8	4.6
Shortlisted	4.5	3.1	3.6	4.1	5.1	4.6
Appointed	2.3	2.6	5.1	3.6	2.8	3.9
Local Population	2.5	2.5	2.5	2.5	2.5	2.5

6 Applicants declaring a disability compared to local population

Reporting Period	July to Sept 2008
Target	5%
Performance	3.3%
Last period	1.1%
Direction of Travel	Up

Comments:
The number of applicants declaring a disability has increased in all categories compared to the previous quarter. The proportion of appointed applicants remains below the NLC target and North Lincolnshire population profile. Out of 85 applicants declaring a disability, 28 were shortlisted, with five applicants obtaining employment with the council.

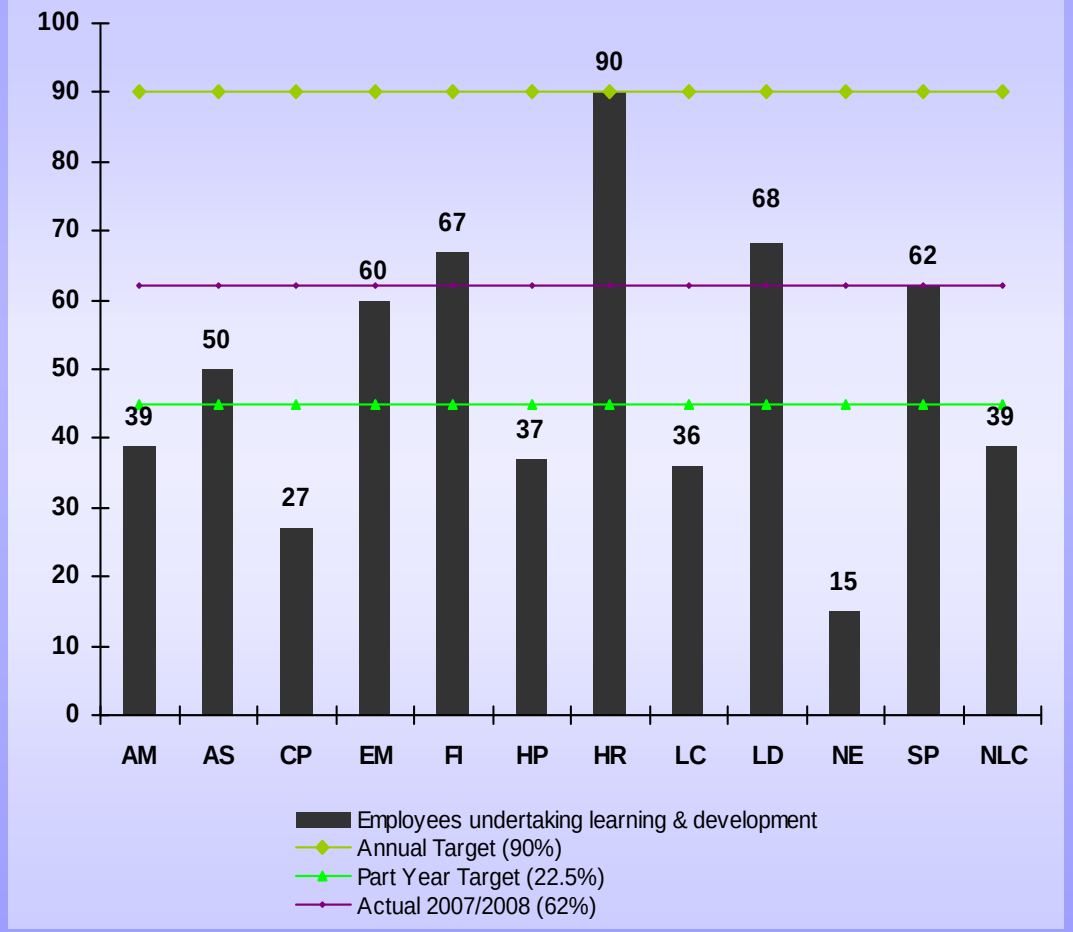


	Jul to Sep 2007	Oct to Dec 2007	Jan to Mar 2008	Apr to Jun 2008	Jul to Sep 2008
Applied	4.8	4.4	4	3.8	4.4
Shortlisted	4.7	3.6	3.8	3.1	4.1
Appointed	3.5	3.8	1.4	1.1	3.3
NLC Target	5	5	5	5	5
Local population	15.05	15.05	15.05	15.05	15.05

7 Employees undertaking learning & development activities

Reporting Period	April to Sept 2008
Target	45%
Performance	39%
Same time last year	37%
Direction of Travel	Up

Comments:
The percentage of employees undertaking learning and development is below the part year target for the first two quarters of the year. Diversity information compares the profile of the council's workforce against employees who have undertaken learning & development activities between April and September 2008. Part time employees are currently under-represented, while other groups within the workforce are relatively well represented.



	Employees undertaking learning & development activities*	North Lincolnshire Council workforce*
Male	31%	29%
Female	69%	71%
BME	1.88%	2.14%
Disabled	3.89%	3.92%
>25	5%	5%
25-34	17%	15%
35-44	26%	26%
45-54	33%	32%
55-64	18%	21%
65+	1%	1%
Part Time	31%	48%
Full Time	69%	52%

*Excludes schools

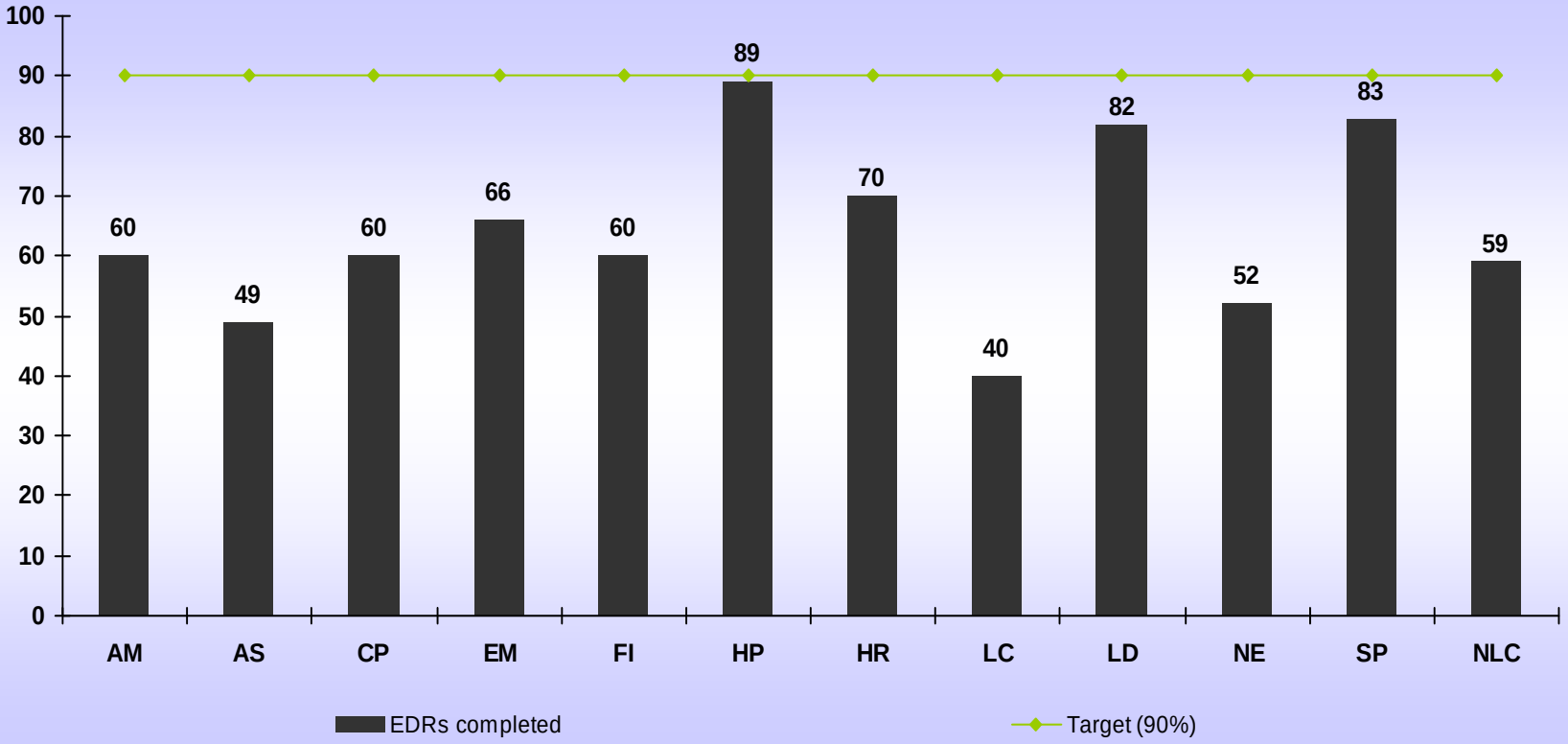
Quarterly Workforce Monitoring Report – July to Sept 2008

8 Employee Development Reviews completed

Reporting Period	Oct 07 - Sept 08
Target	90%
Performance	59%
Last period	60%
Direction of Travel	Down

Comments:

The percentage of employees with EDRs completed in the previous 12 months has fallen by 1% since the last quarter. No service areas are currently meeting target, with the proportion of EDRs completed decreasing in 5 out of 11 service areas. There are still low levels of recording which is impacting on the result, which continues to fall. All services have been requested to provide up to date EDR information on an ongoing basis.



9 New managers completing manager induction

Reporting Period	July to Sept 2008
Target	100%
Performance	85%
Last period	60%
Direction of Travel	Up

Comments:

The definition of this indicator has changed to measure the number of workshops attended by new managers who were due to complete manager induction within the current quarter based on a timescale of 6 months to complete. This change has been made to enable the indicator to better drive performance and provide managers with an overview of progress made and also an indication where progress needs to be tracked.

	New managers due to complete between July & September 2008	Number of workshops requiring attendance	Number of workshops attended	Percentage of workshops attended
Asset Management & Culture	2	12	8	67%
Adult Social Care	3	18	16	89%
Community Planning & Resources	-	-	-	-
Executive Management Team	3	18	14	78%
Finance	1	6	4	67%
Highways & Planning	1	6	6	100%
Human Resources	-	-	-	-
Learning, Schools & Communities	1	6	6	100%
Legal & Democratic	1	6	5	83%
Neighbourhood & Environmental	1	6	5	83%
Children's Strategy & Partnerships	3	18	18	100%
All new managers	**16**	**96**	**82**	**85%**