

NORTH LINCOLNSHIRE COUNCIL

CORPORATE SERVICES CABINET MEMBER

**QUARTERLY WORKFORCE MONITORING
APRIL TO JUNE 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 place in 2010. 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 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 April to June 2009 be considered and key issues noted.

SERVICE DIRECTOR HUMAN RESOURCES

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Background Papers used in the preparation of this report: None

Quarterly Workforce Monitoring Report

April to June 2009





Council workforce profile

As at 30 June 2009		Total	Gender		BME %	Disabled %	Age						Hours	
			F %	M %			<25 %	25-34 %	35-44 %	45-54 %	55-64 %	65+ %	FT %	PT %
Asset Management & Culture	AM	357	50	50	0.56	6.44	15	20	23	24	17	1	60	40
Adult Social Care	AS	631	87	13	1.43	5.86	3	12	24	37	23	1	42	58
Children & Young People's Service	CH	880	80	20	3.18	3.07	5	19	26	32	17	1	61	39
Schools (shown separately)	CH	3267	85	15	1.38	1.71	4	17	33	28	17	1	47	53
Community Planning & Resources	CP	220	77	23	4.55	3.64	7	15	22	30	25	1	43	57
Executive Management Team	EM	72	69	31	2.78	4.17	7	32	24	19	18	0	81	19
Finance	FI	225	78	22	2.67	2.22	6	17	29	33	15	0	68	32
Highways & Planning	HP	407	49	51	1.23	3.44	2	8	18	29	35	8	54	46
Human Resources	HR	72	83	17	2.78	9.72	7	28	24	19	22	0	83	17
Legal & Democratic	LD	68	75	25	1.47	2.94	3	22	28	31	15	1	75	25
Neighbourhood & Environment	NE	1006	68	32	1.49	2.19	3	11	27	34	22	3	38	62
North Lincolnshire Council	NLC	7205	78	22	1.73	2.83	5	16	28	30	19	2	50	50
Local population			51	49	2.5	15.05	15.6	18.2	21.6	20.8	16.8	7		



Employee Turnover



Reporting Period	Jul 08 to Jun 09
Target	7.6%
Performance	4.82%
Last period	5.27%
Direction of travel	Up

4.82% of the workforce voluntarily left employment (resigned) with the council in the last 12 months. This increases to 7.61% if we include all leavers in the last 12 months. The Chartered Institute of Personnel & Development (CIPD) predict that the economic climate and slow job market will see the number of people leaving voluntarily decrease. The council appears to be following this national trend with a steady decrease in turnover over the last year. The recent Workforce Improvement Challenge peer review did not identify any specific issues with regard to employee turnover, although it did focus on the need to ensure that the council is moving towards a workforce that is more representative of the local community. A simpler diversity profile against this indicator highlights a greater proportion of younger workers leaving the council. More analysis will be carried out on this.

Links to CAA (KLOE 3.3)

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

		All leavers (%)	Voluntary leavers (%)
Asset Management & Culture	AM	6.16	5.04
Adult Social Care	AS	6.66	3.49
Children & Young People’s Service	CH	7.84	5.33
Community Planning & Resources	CP	6.36	5.00
Executive Management Team	EM	8.33	6.94
Finance	FI	3.11	1.78
Highways & Planning	HP	5.90	2.95
Human Resources	HR	9.72	6.94
Legal & Democratic	LD	5.88	2.94
Neighbourhood & Environment	NE	9.64	4.67
North Lincolnshire Council	NLC	7.61	4.82

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 casuals. Target based on turnover rates for 38 unitary councils providing data in 2008 CIPFA HR Benchmarking. ¹Annual Survey Report 2009: Recruitment, retention & turnover.

Voluntary turnover rates by group

- 4.8%** female employees resigned
- 5.0%** male employees resigned
- 4.0%** BME employees resigned
- 2.0%** employees **declaring a disability** resigned
- 10.7%** employees **under 25 years of age** resigned

Sickness Absence



Reporting Period	Apr to Jul 09
Target	3.17 days
Performance	3.43 days
Last year	3.12 days
Direction of travel	Down

An average of 3.43 days per employee was lost due to sickness absence between April 2009 and July 2009. Sickness absence levels for the council as a whole are slightly above levels at the same time last year (3.12 days). A scrutiny review of sickness absence will take place in September 2009.

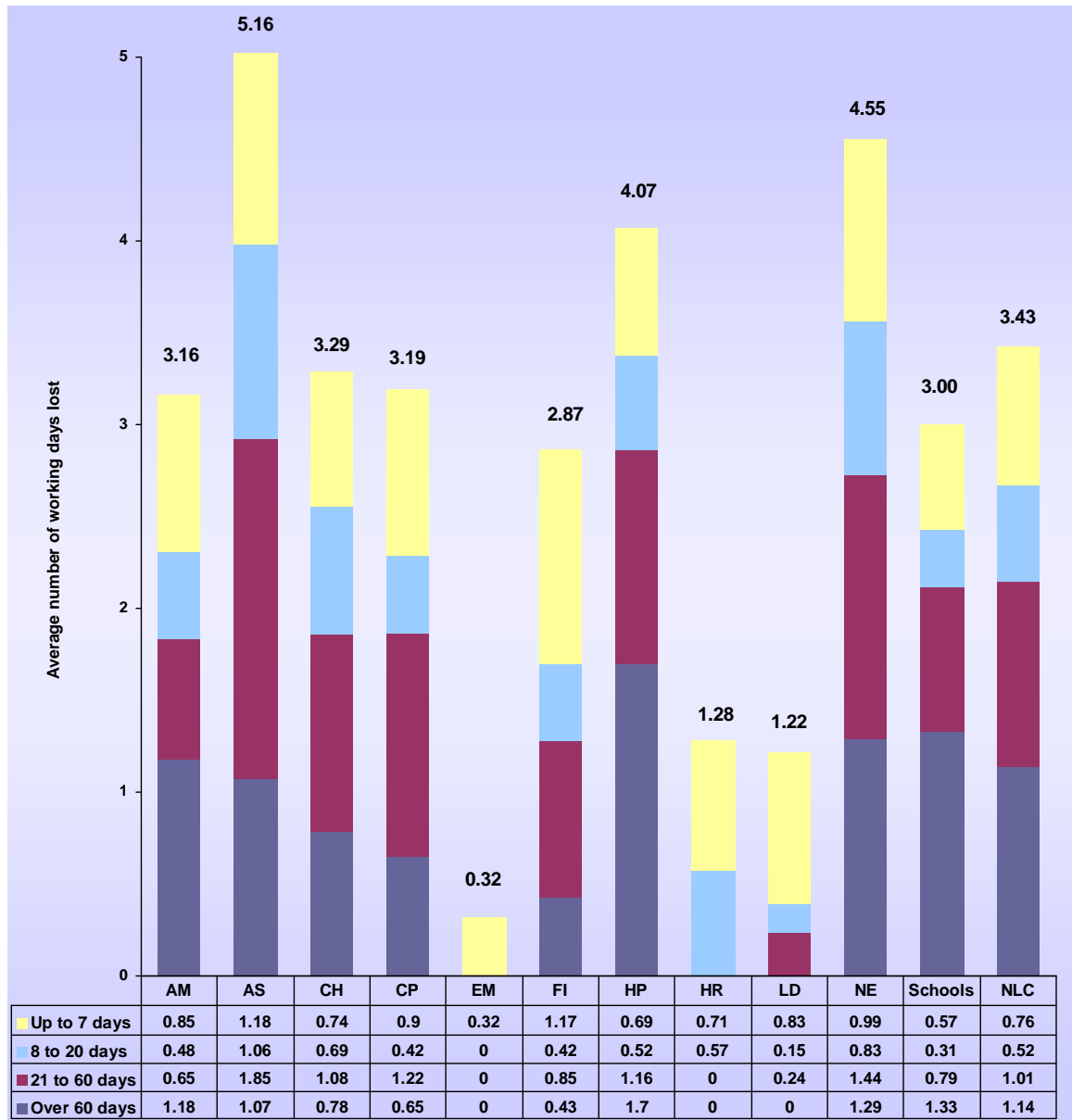
Related HR Service Plan actions

✓ Co-ordinate development of response to pandemic flu	Sep 2009 (JKT)
✓ Prepare and enter Healthy Workplace Awards	Dec 2009 (JC)
✓ Identify & implement effective measures to reduce absence	Mar 2010 (HRST)
✓ Review findings of stress analysis framework taking action as required	Mar 2010 (JR)

Links to CAA (KLOE 3.3)

Adequate: •effective systems for monitoring & managing levels of sickness absence with actions identified to reduce high levels'

Performs well: •'the council will be investing in the health, safety & well-being of its workforce with evidence of improved attendance rates'



Advertised posts resulting in appointment



Reporting Period	Apr to Jun 09
Target	85%
Performance	90%
Last period	85%
Direction of travel	Up

The percentage of posts resulting in appointment has increased in the current quarter and exceeded the target. This is based on 115 out of 127 vacancies advertised reaching a recruitment decision at this time.

Related HR Service Plan actions

✓Continue to develop e-recruitment strategy including talent pools	Ongoing (JC)
✓Raise profile of careers in local government	Ongoing (JC)

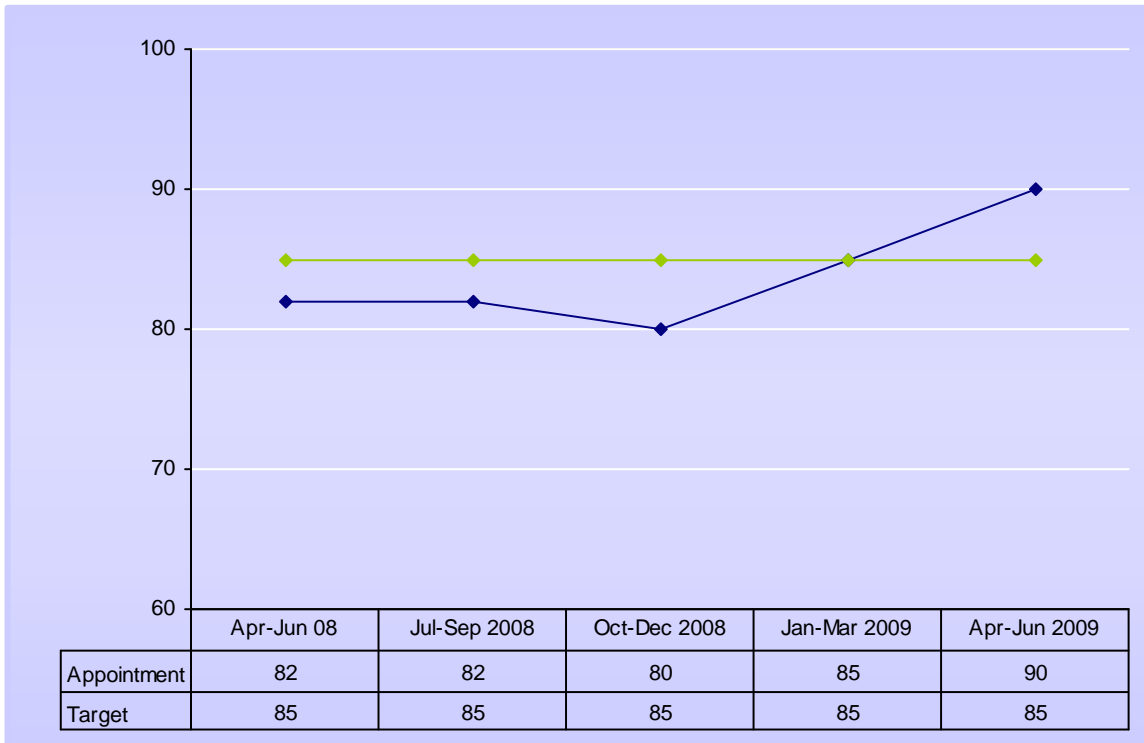
Links to CAA (KLOE 3.3)

Adequate:

- ‘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’

Performs well:

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



Background data	Apr-Jun 08	Jul-Sep 08	Oct-Dec 08	Jan-Mar 09	Apr-Jun 09
Total number of applicants	1900	1928	2046	3441	2600
Number of advertised vacancies	187	155	145	182	130
Average number of applicants	10	12	14	19	20
Average spend per appointment	£158.18	£44.83	£95.77	£109.77	£71.15
Accuracy of recording on PP	99%	100%	99%	99%	100%



Percentage of BME applicants at each stage of recruitment process

Reporting Period	Apr to Jun 09
Target	2.5%
Performance	2.1%
Last period	2.8%
Direction of travel	Down

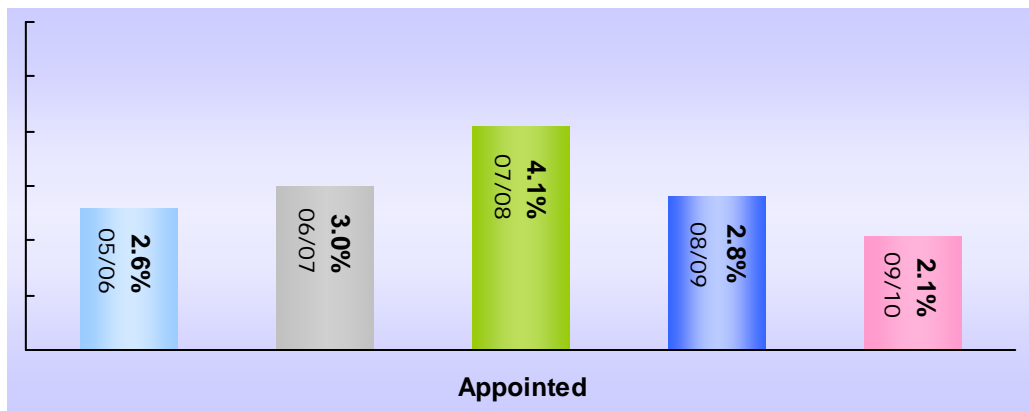
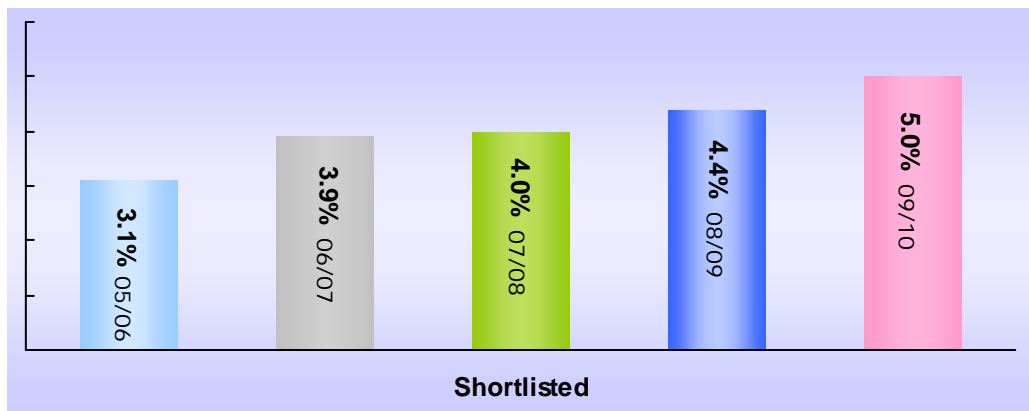
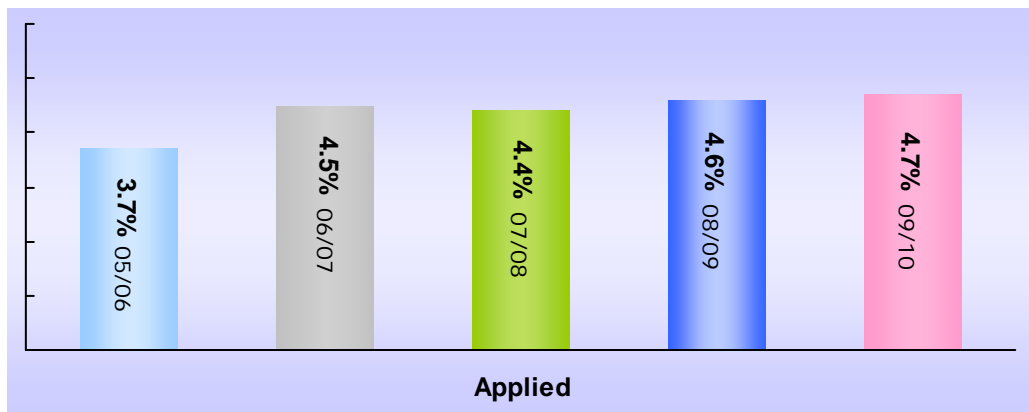
The proportion of successful BME applicants has fallen again slightly within the quarter. Out of 121 BME applicants, 36 were shortlisted, with three applicants successfully obtaining employment with the council. 30% of all BME applicants were shortlisted and invited to interview, compared to 29% during 2008/09. Just under 3% of all BME applicants who applied were successful in obtaining employment.

Related HR Service Plan actions

✓ Implement recommendations from diversity & recruitment audit	Aug 2010 (DS)
✓ Develop strategies for ensuring the workforce is representative	Ongoing (DS)
✓ Launch BME job clubs with Crosby Employment Bureau	May 2009 (JC)

Links to CAA (KLOE 3.3)

Adequate:	•‘working towards building workforce that is more representative of the community’
Performs 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 Jun 09
Target	3%
Performance	1.4%
Last period	1.9%
Direction of travel	Down

Out of 78 applicants declaring a disability, 22 were shortlisted, with two applicants obtaining employment. 28% of all disabled applicants were shortlisted - increase in success rates compared to 2008/9 (25%).

Related HR Service Plan actions

✓ Implement recommendations from diversity & recruitment audit	Aug 2010 (DS)
✓ Develop strategies for ensuring the workforce is representative	Ongoing (DS)
✓ Launch BME job clubs with Crosby Employment Bureau	May 2009 (JC)

Links to CAA (KLOE 3.3)



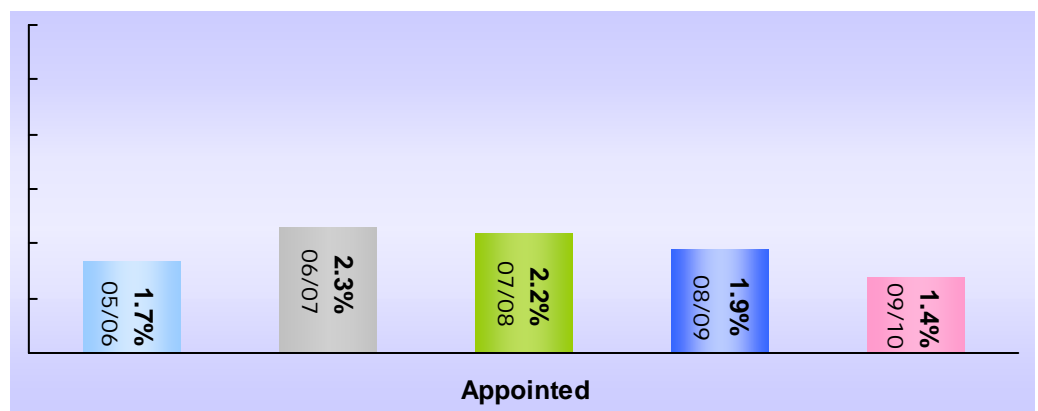
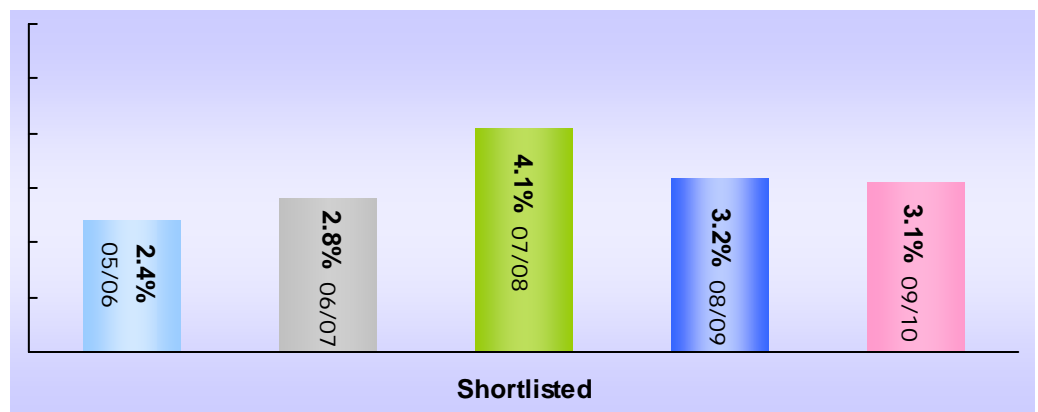
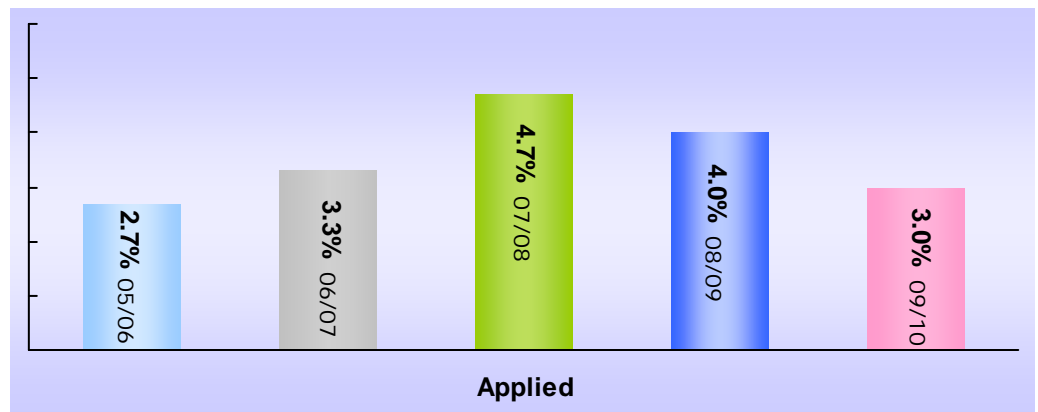
- understands its local labour market, the barriers equality groups face and the impact this has on achieving a diverse workforce'



- employment objectives have been set based on internal monitoring, staff consultation and the assessment of local labour market & barriers



- can demonstrate movement towards greater equality in its workforce including representation of women and BAME groups in senior management'



Employees undertaking learning & development activities

Reporting Period	Apr to Jun 09
Target	22.5%
Performance	22%
Same time last year	25%
Direction of travel	Down

The Workforce Improvement Challenge identified that the council provides a wide range of learning and development opportunities to its employees. 22% of the workforce has undertaken at least one L&D activity in the first quarter of 2009/10. The diversity profile highlights under-representation of part-time employees in access to learning and development. However, there still may be under-recording in some areas.

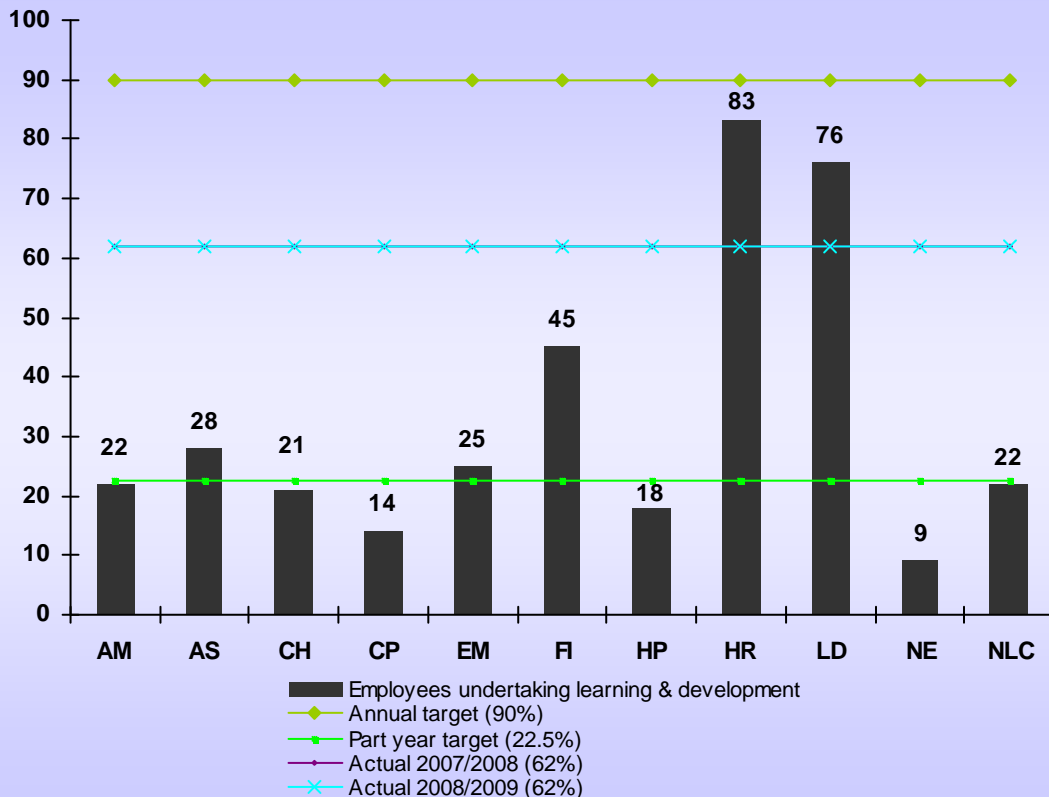
Related HR Service Plan actions

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

Links to CAA (KLOE 3.3)

Adequate : •gaps in skills will be identified with plans to address them. This might include skill development programmes'

Performs well: •the council will be fully utilising and promoting its talent through a talent management approach and undertaking effective succession planning'



Access to learning & development

- 23% female employees have undertaken at least one L&D activity
- 19% male employees have undertaken at least one L&D activity
- 19% BME employees have undertaken at least one L&D activity
- 20% employees **declaring a disability** have undertaken at least one L&D activity
- 27% full time employees have undertaken at least one L&D activity
- 17% part time employees have undertaken at least one L&D activity



Employee Development Reviews completed



Reporting Period	Apr to Jun 09
Target	90%
Performance	64%
Last period	60%
Direction of travel	Up

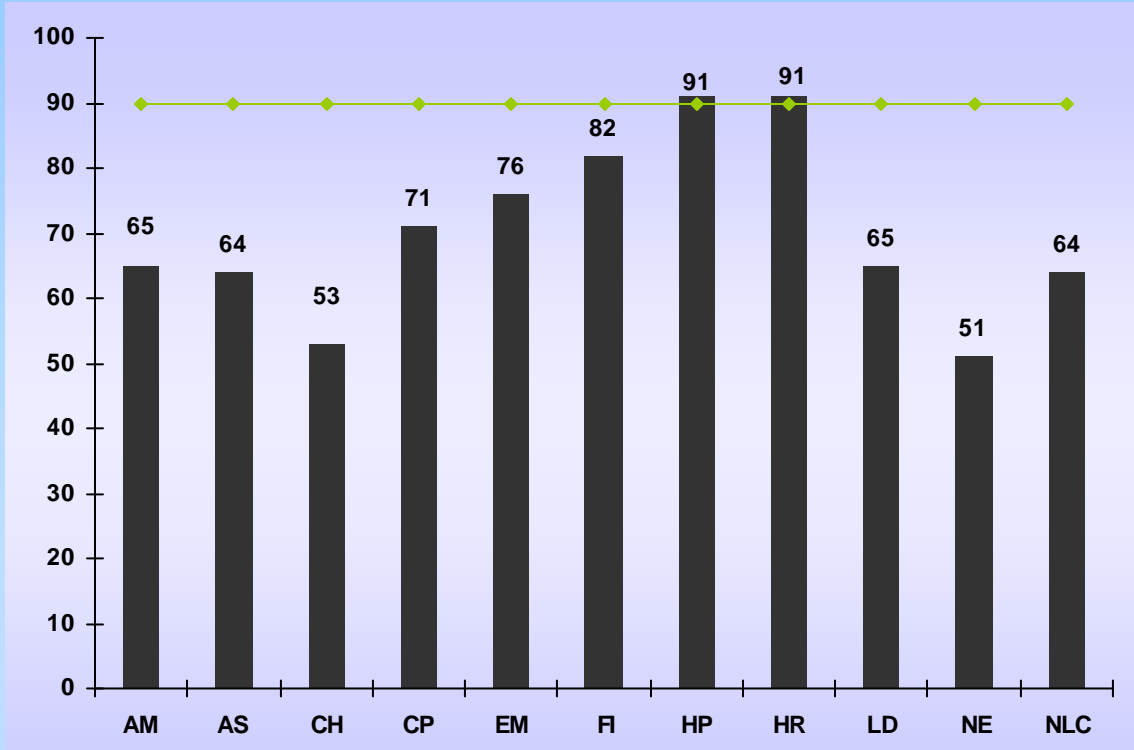
Performance has increased by a further 4% in this quarter but remains below target. Learning and Development Officers continue to work with service areas to improve reporting. The introduction of an electronic EDR form to assist managers in providing up to date information easily & in a more timely manner appears to be having an impact on this indicator.

Links to CAA (KLOE 3.3)

- Adequate** : •effective performance management arrangements, with examples of action taken to resolve poor performance'
- Performs well:** •Performance management arrangements reflect priorities & have a strong customer and community focus to support new patterns of service delivery'

Links to Equality Framework

- 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 Employee Development Reviews

- 62% **female** employees have completed EDR in last 12 months
- 68% **male** employees have completed EDR in last 12 months
- 51% **BME** employees have completed EDR in last 12 months
- 65% employees **declaring a disability** have completed EDR in last 12 months
- 67% **full time** employees have completed EDR in last 12 months
- 60% **part time** employees have completed EDR in last 12 months





New managers completing manager induction

Reporting Period	Apr to Jun 09
Target	100%
Performance	87%
Last period	81%
Direction of travel	Up

The council continues to demonstrate good performance against this indicator. 7 (out of 10) new managers have completed all workshops. The remaining new managers are scheduled to attend future workshops. Monthly reports are provided to service areas so that they are able to track the progress of their new managers through the workshops they are required to attend.

Related HR Service Plan actions

✓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)

Links to CAA (KLOE 3.3)

Adequate	•the council will train and support managers to implement the policies and practices consistently'
Performs well:	•the council trains line managers to deal with change management issues and to develop specialist change management skills'

	New managers due to complete in Q1	Number of workshops to be attended	Number of workshops attended	%
Asset Management & Culture	1	6	6	100%
Adult Social Care	5	30	29	97%
Children & Young People's Service	3	18	11	61%
Community Planning & Resources	-	-	-	-
Executive Management Team	-	-	-	-
Finance	-	-	-	-
Highways & Planning	-	-	-	-
Human Resources	-	-	-	-
Legal & Democratic	-	-	-	-
Neighbourhood & Environmental	1	6	6	100%
All new managers	10	60	52	87%