



Personnel Sub Committee 18 November 2019

Human Resources Performance Data

Purpose of report:

The attached report sets out Human Resources performance data and workforce statistics as at the end of September 2019. The report shows comparative data against the two other councils in the shared service to provide some contextual benchmarking analysis with similar local authorities.

Attachment:

Appendix 1: HR Performance Data Q2

Appendix 2: Methodology

1.0 Background

- 1.1 The report aims to provide a cluster of HR metrics to support and inform workforce planning. Each of the three authorities has agreed to collate data in a similar format to enable the data to be used for benchmarking analysis.

2.0 Report

The report in Appendix 1 is set out in the following format:

Section One: This relates to key performance indicators
Section Two: This relates to key workforce demographics
Section Three: This relates to recruitment
Section Four: This relates to employee relations
Section Five: This relates to sickness management

A methodology statement is attached in Appendix 2 to explain the data calculations.

3.0 Important issues to consider

- 3.1 With the abolishment of Best Value Performance Indicators, local authorities could determine their own set of data metrics which diminished the ability to obtain quality benchmarking data. Since the introduction of the HR Shared Service (HRSS), the council has used this as an opportunity to create a suite of generic data sets that enable the HRSS Board to benchmark performance against the other councils in the partnership.

4.0 Equality and Diversity Implications

- 4.1 There are no equality implications arising from the creation of this Performance Data. Equality data is, however, part of the information monitored.

5.0 Privacy Impact Implications

5.1 There are no privacy impact implications as the data is non-identifiable and is of a generic nature.

6.0 Health Impact Assessments

6.1 There are no health impact implications relating to this report.

7.0 Legal Implications

7.1 There are no legal implications relating to this report.

8.0 Risk Management

8.1 There are no risk management implications relating to this report.

9.0 Resource and Financial Implications

9.1 There are no resource or financial implications arising from this report.

10.0 Constitutional Implications

10.1 The report is an information item and has no constitutional implications.

11.0 Implications for our Customers

11.1 The report is an information item and is for management use only

12.0 Corporate Outcomes

12.1 Monitoring of the HR performance data contributes to the delivery of the following Corporate Outcomes.

- **Good Value for Money** by ensuring that HR initiatives are aimed at developing a high performing, efficient workforce that is representative of the community we serve.
- **Effective Management** by ensuring that managers are aware of any hot spot issues / concerns that may require targeted action or training

13.0 Recommendation

13.1 The Committee is recommended to note the report and invited to comment on the new structure and presentation of data.

Legal	Power: None				
	Other considerations: None				
Background Papers: None					
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Date: 1 November 2019					
CFO		MO		CX	

Human Resources Shared Service

Performance Indicators and Management Data

Quarter 2

2019/20

(all data as at 30.09.19)



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KEY:

😊 - Target Achieved

😐 - Within 5% of Meeting Target

😞 - More than 5% from Meeting Target

1. Performance Indicators

1.1. Sickness Days Lost Per FTE

	CBC			BCW			ENC		
	Target	Outcome	Achieved	Target	Outcome	Achieved	Target	Outcome	Achieved
a. FTE days lost	9 (4.50)	5.00	☹️	8.49 (4.25)	4.29	☹️	10 (5)	3.52	😊
b. Long Term	5.5 (2.75)	3.26	☹️	4.44 (2.22)	3.22	☹️	6.5 (3.25)	2.09	😊
c. Short Term	3.5 (1.75)	1.73	😊	0.34 (2.03)	1.07	😊	3.5 (1.75)	1.43	😊

1.2. Digital Take up {no target agreed}

	CBC	BCW	ENC	Average
a. Self Service	100%	100%	0%	66.66%
b. Online Absence Reporting	100%	100%	100%	100%

1.3. Recruitment - cumulative

a. Approval to Advertisement – 95% within 10 working days

	CBC		BCW		ENC		Total	
Quarter 1	95%	😊	56%	☹️	67%	☹️	72.6%	☹️
Quarter 1 & 2	95%	😊	57%	☹️	55%	☹️	69%	☹️
Quarter 1 to 3								
Quarter 1 to 4								

b. Time Taken to Advertise – 100% within 3 working days

	CBC		BCW		ENC		Total	
Quarter 1	100%	😊	100%	😊	100%	😊	100%	😊
Quarter 1 & 2	100%	😊	100%	😊	100%	😊	100%	😊
Quarter 1 to 3								
Quarter 1 to 4								

c. Conditional Offer to Start Date Agreed – 95% within 28 working days

	CBC		BCW		ENC		Total	
Quarter 1	100%	😊	100%	😊	-	-	100%	😊
Quarter 1 & 2	97%	😊	89%	😞	100%	😊	95.33%	😊
Quarter 1 to 3								
Quarter 1 to 4								

1.4. Counselling Sessions (*no target*)

	CBC	BCW	ENC
Total Clients	7	6	12
% of workforce	1.30%	5.36%	6.09%
Quarter 1	7 sessions	4 sessions	32 sessions
Quarter 2	20 sessions	26 sessions	21 sessions
Quarter 3			
Quarter 4			
TOTAL			

1.5. Mandatory Inductions (95% completed within Probationary Period)

Reporting Month	Start Month	CBC			BCW			ENC		
		Starters	In time?	%	Starters	In time?	%	Starters	In time?	%
Apr-19	Oct-18	10	2	20% ☹️	3	1	33.33% ☹️	3	2	66.67% ☹️
May-19	Nov-18	4	1	25% ☹️	1	1	100% 😊	0	-	-
Jun-19	Dec-18	1	1	100% 😊	2	2	100% 😊	2	0	0.00% ☹️
Jul-19	Jan-19	5	2	40% ☹️	2	2	100% 😊	5	0	0.00% ☹️
Aug-19	Feb-19	4	2	50% ☹️	2	1	50% ☹️	1	0	0.00% ☹️
Sep-19	Mar-19	10	8	80% ☹️	3	3	100% 😊	7	4	57.14% ☹️

CBC Inductions: Corporate Induction, Health and Safety, Equality and GDPR

BCW Inductions: Corporate Induction, Safe Guarding, GDPR, Health and Safety and Equality

ENC Inductions: Induction Checklist, Health and Safety, Safe Guarding, Equality, Data Protection

1.6. New Starter Satisfaction (90% target - cumulative)

Quarters	CBC			BCW			ENC		
	Total Respondents	Response Rate	Positive Responses	Total Respondents	Response Rate	Positive Responses	Total Respondents	Response Rate	Positive Responses
1	16 out of 21	76.19%	97% 😊	3 out of 4	75%	87% 😊	12 out of 14	85.71%	100% 😊
1 & 2	18 out of 27	66.67%	98% 😊	5 out of 12	41.67%	95% 😊	13 out of 19	68.42%	100% 😊
1 to 3									
1 to 4									

2. Workforce Demographics

2.1. Establishment

	CBC			BCW			ENC		
	19/20	18/19	Variance	19/20	18/19	Variance	19/20	18/19	Variance
Establishment FTE	482.97	480.31	+ 2.66	125.99	-	-	189.17	-	-
Employee FTE	420.94	412.78	+ 8.16	101.65	-	-	172.77	-	-
Head Count	537	520	+ 17	112	-	-	197	-	-
Vacancies	12.84%	14.06%	- 1.22%	19.32%	-	-	8.88%	-	-

	CBC	BCW	ENC
Casual Workers	230	3	10
Apprenticeships	7	1	2
Average Length of Service	10 years	12 years	10 years

2.2. Ethnicity Analysis {top 3}

	CBC	BCW	ENC
White British	90.41%	White 84.82%	White British 80.71%
Any Other White	4.32%	Indian 2.68%	Not Known 13.20%
Not Known	1.13%	Not Known 2.68%	Any Other White 1.52%
* See note below	83.8%	* See note below 74.4%	* See note below 93.5%

* Population of White British residents according to last Census per area

2.3. Disability Analysis {Employees self-certified as having a disability}

	CBC		BCW		ENC	
	Number	% of headcount	Number	% of headcount	Number	% of headcount
2019/20	55	10.34%	18	16.07%	5	2.54%
2018/19	35	6.72%	6	4.23%	5	2.50%
* See note below	17.74%		17.87%		16.23%	

* Population of disabled residents according to last Census per area

2.4. Gender Data Analysis

	CBC			BCW			ENC		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Full Time	25.19%	32.28%	57.46%	51.79%	18.75%	70.54%	39.59%	27.41%	67.01%
Part Time	37.13%	5.41%	42.54%	26.79%	2.68%	29.47%	30.46%	2.54%	33.00%
Total	62.31%	37.69%	100.00%	78.57%	21.43%	100.00%	70.05%	29.95%	100.00%

2.5. Age vs Gender

Age Range	CBC			BCW			ENC		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Up to 19	0.93%	0.75%	1.68%	0.87%	0.00%	0.87%	0.00%	1.02%	1.02%
20 to 29	6.90%	4.85%	11.75%	4.35%	1.74%	6.09%	5.58%	4.06%	9.65%
30 to 39	17.72%	6.72%	24.44%	13.91%	5.22%	19.13%	13.71%	2.54%	16.24%
40 to 49	14.93%	9.89%	24.81%	29.57%	0.87%	30.44%	20.81%	10.66%	31.47%
50 to 59	16.42%	8.58%	25.00%	18.26%	11.30%	29.56%	18.78%	9.14%	27.92%
60 to 69	4.85%	6.34%	11.19%	11.30%	2.61%	13.91%	10.66%	2.03%	12.69%
70 +	0.56%	0.56%	1.12%	0.00%	0.00%	0.00%	0.51%	0.51%	1.02%
Total	62.31%	37.69%	100.00%	78.26%	21.74%	100.00%	70.05%	29.95%	100.00%

2.6. Salaries analysis

	CBC			BCW			ENC		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
HOS & Above	0.00%	2.97%	1.13%	4.44%	16.00%	6.96%	2.21%	8.33%	4.08%
Trades	0.00%	27.72%	10.53%	-	-	-	-	-	-
SCP 47 - 53	-	-	-	1.11%	4.00%	1.74%	2.21%	0.00%	1.53%
SCP 36 - 46	2.42%	4.46%	3.20%	11.11%	16.00%	12.17%	12.50%	25.00%	16.33%
SCP 29 - 35	8.48%	12.38%	9.96%	5.56%	24.00%	9.57%	19.12%	25.00%	20.92%
SCP 23 - 28	16.67%	11.39%	14.66%	20.00%	36.00%	23.48%	13.24%	15.00%	13.78%
SCP 12 - 22	20.61%	13.86%	18.05%	35.56%	4.00%	28.70%	31.62%	16.67%	27.04%
SCP 1 - 11	51.52%	26.24%	41.92%	22.22%	0.00%	17.39%	17.65%	8.33%	14.80%
Apprentice	0.30%	0.99%	0.56%	-	-	-	1.47%	1.67%	1.53%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

SCP 1 - 46 - NJC

2.7. Top 5% of earners

	CBC	BCW	ENC
Male	62.07%	20%	50%
Female	37.93%	80%	50%

3. Recruitment

3.1. Starters {year to date}

	CBC	BCW	ENC
Internal Transfers	31	6	3
New Contracts	27	11	12
Total Contracts Issued	58	17	12
Casual Agreements Issued	74	1	2
Criminal Record Checks Processed	13	0	2

3.2. Leavers

Month	CBC			BCW			ENC		
	Leavers	Attrition Rate*	Average Length of Service	Leavers	Attrition Rate*	Average Length of Service	Leavers	Attrition Rate*	Average Length of Service
Apr-19	10	1.85%	3 Years	2	1.75%	16 Years	0	0.00%	N/A
May-19	7	3.16%	7 Years	1	2.63%	3 Years	1	0.50%	6 Years
Jun-19	5	4.12%	8 Years	2	4.42%	0.5 Years	4	2.51%	7 Years
Jul-19	7	5.44%	12 Years	1	5.35%	0.5 Years	2	3.52%	3 Years
Aug-19	3	6.01%	3 Years	1	6.23%	1 Year	2	4.52%	2 Years
Sep-19	2	6.38%	1 Year	1	7.12%	6 Years	4	6.54%	4 Years
Oct-19									
Nov-19									
Dec-19									
Jan-20									
Feb-20									
Mar-20									
Year end									

*Attrition

Rate

is

cumulative

Leavers with less than one year's service								
CBC (11)			BCW (1)			ENC (1)		
Service Area	% of Total Leavers	% of the Service Areas EST	Service Area	% of Total Leavers	% of the Service Areas EST	Service Area	% of Total Leavers	% of the Service Areas EST
CB Property (2)	20.59%	4.67%	People (1)	33.33%	8.33%	Environmental	7.69%	2.86%
Culture & Leisure Services (7)	5.88%	5.26%	-	-	-	-	-	-
Corporate Services (1)	2.94%	1.02%	-	-	-	-	-	-
Housing (1)	2.94%	0.48%	-	-	-	-	-	-
TOTAL	32.35%	2.05%	TOTAL	%		TOTAL	%	

3.3. Agency Workers

	CBC				BCW				ENC			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Requests Approved	23	11			5	7			-	-	-	-
Assignments Filled	20	9			5	6			-	-	-	-
Of the approvals how many were extensions	17	5			0	1			-	-	-	-
Of the filled assignments, how many were hired through the 'procured' agency	5	7			N/A	N/A			-	-	-	-
Average length of assignment	36 wks	39 wks			10 wks	16 wks			-	-	-	-

4. Case Management

	CBC				BCW				ENC			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.1. Disciplinary	2	1			1	0			1	0		
4.2. Probationary	1	0			2	0			0	0		
4.3. Grievance	3	0			2	0			1	0		
4.4. Capability	1	0			0	0			0	0		

5. Sickness Absence

5.1. Occupational Health Budget

	CBC	BCW	ENC
Budget Allocation	£10,000	£9,000	£6,500
Investment per person	£18 pp	£80 pp	£33 pp
Occ Health spend	£2,978.03	£1,854.06	£306
Counselling spend	£1,620.00	£1,200	£3,180

5.2. Average days per FTE – Year to date

	CBC			BCW			ENC		
	Monthly FTE Days Lost	Cumulative FTE Days Lost	Total Sick FTE Days	Monthly FTE Days Lost	Cumulative FTE Days Lost	Total Sick FTE Days	Monthly FTE Days Lost	Cumulative FTE Days Lost	Total Sick FTE Days
Apr-19	0.63	0.63	264.31	0.79	0.79	78.34	0.43	0.43	76.81
May-19	0.85	1.48	358.64	0.81	1.59	79.95	0.59	1.02	105.46
Jun-19	0.89	2.37	374.14	0.86	2.46	85.92	0.55	1.57	97.54
Jul-19	0.99	3.36	417.04	0.98	3.44	98.35	0.95	2.52	166.52
Aug-19	0.88	4.24	370.26	0.46	3.90	46.86	0.42	2.94	73.56
Sep-19	0.76	5.00	318.73	0.36	4.26	36.57	0.58	3.52	100.34
Oct-19									
Nov-19									
Dec-19									
Jan-20									
Feb-20									
Mar-20									

5.3. Long Term 'vs' Short Term Sickness

	CBC		BCW		ENC	
	FTE	%	FTE	%	FTE	%
LTS	3.26	65%	3.22	75%	2.09	59%
STS	1.73	35%	1.07	25%	1.43	41%

5.4. Reasons for Absence (year to date)

CBC		BCW		ENC	
Reason	Days	Reason	Days	Reason	Days
Back Pain / Injury	157	Back Pain / Injury	11	Back Pain / Injury	38
Bereavement	118	Bereavement	29	Bereavement	0
Cancer	141	Cancer	0	Cancer	8
Eye, Ear, Nose & Mouth	76	Eye, Ear, Nose & Mouth	2	Eye, Ear, Nose & Mouth	4
Headache / Migraine	114	Headache / Migraine	7	Headache / Migraine	29
Infection / Viral	164	Infection / Viral	34	Infection / Viral	68
Musculoskeletal / Injury	201	Musculoskeletal / Injury	1	Musculoskeletal / Injury	108
Other	36	Other	8	Other	59
Pregnancy	24	Pregnancy	7	Pregnancy	0
Respiratory	21	Respiratory	2	Respiratory	15
S/D/A Both	47	S/D/A Both	0	S/D/A Both	89
S/D/A Home	488	S/D/A Home	0	S/D/A Home	87
S/D/A Work	0	S/D/A Work	128	S/D/A Work	111
Stomach / Digestion	147	Stomach / Digestion	20	Stomach / Digestion	51
Surgery / Hospital	580	Surgery / Hospital	205	Surgery / Hospital	76
Grand Total	2314	Grand Total	453	Grand Total	742

5.5. Sanctions relating to sickness absence (year to date)

Level of Sanctions	CBC		Level of Sanctions	BCW		Level of Sanctions	ENC	
	Numbers Issued			Numbers Issued			Numbers Issued	
	2019/20	2018/19		2019/20	2018/19		2019/20	2018/19
Written Warning	10	3	Written Warning	0	0	Formal Stage 1	6	-
Final Written Warning	7	11	Final Written Warning	0	0	Formal Stage 2	1	-
Dismissal	0	0	Dismissal	0	0	Dismissal	0	-
No Further Action	4	1	Pending	0	0			-
Total	21	15	Total	0	0	Total	7	-

Human Resources Shared Service

Performance Indicators and Management Data

Appendix 1

Methodology Statement

1. Performance Indicators

1.1 Sickness

a. FTE Days Lost

Full time equivalent days lost due to sickness absence.

b. Long Term

Long term equates to 20 or more working days (or 4 weeks for part time staff).

c. Short Term

Short term equates to 19 or less working days (or less than 4 weeks for part time staff).

1.2 Digital Take Up

a. Self Service – iTrent

This relates to the number of people with access to Employee Self Service via iTrent

b. Online Absence Reporting

This is different for each Council, at Corby it relates to the online notification achieve form and the monthly monitoring achieve form, at Wellingborough it relates to the absence system (Activ Absence). East Northants do not currently have electronic absence reporting, this will be worked on going forward.

1.3 Recruitment

a. Approval to Advertisement

This monitors the time between the requests being approved at the final stage (SMT/CMT) to the date the adverts go live.

b. Time Taken to Advertise

This monitors the time between the advert text, JD & PS, advertising routes etc all being agreed with the manager to the date the advert goes live. This will show how long it takes HR to advertise a job once everything is agreed with the manager.

c. Conditional Offer to Start Date Agreed

This monitors the time between the conditional offer letters being sent (either by post or email) to the date a start date is agreed. This will include the time taken for the successful applicant to bring in their pre-employment documents, undertake reference checks and medical clearance and perform DBS checks where needed.

1.4 Counselling Sessions

So far there is no target set against this indicator. This shows the number of clients per Council and what that equates to as a percentage of the workforce. We also show the number of sessions per Council per quarter.

1.5 Mandatory Inductions

This monitors the number of new starts that have completed their mandatory training within their probationary period.

1.6 New Starter Satisfaction

This is a new indicator that we will be monitoring going forward.

2. Workforce Demographics

2.1 Establishment

The establishment data is broken down into 7 areas.

- Establishment FTE: this is the amount of full time equivalent positions we have available on our establishment.
- Employee FTE: this is the number of FTE positions that are currently filled.
- Headcount: this shows the actual number of employees at the reporting date, regardless of whether they are full time or part time.
- Vacancies: this is the percentage of our establishment that is currently vacant.
- Casual Workers: this shows the number of casuals at the reporting date. Casuals are do not have contractual hours, rather they are used on an as and when basis.
- Apprenticeships: this shows the number of employees either in an apprenticeship post or undertaking an apprenticeship as part of their permanent post.
- Average length of service: this shows the average length of service for all employees at the reporting date (not including casuals).

2.2 Ethnicity Analysis

Top 3 recorded ethnicities at each Council.

2.3 Disability Analysis

Year on year comparison of both the number of people with disabilities and the percentage of workforce with disabilities for all three Councils.

Also includes the local population of disabled people according to the last census.

2.4 Gender Data Analysis

Male and female comparison split between full time and part time.

2.5 Age v Gender Analysis

Age range split between male and female.

2.6 Salary Analysis

The salary analysis is split between male and female and show the top three salary bands for each gender.

2.7 Top 5% of earners

Top 5% of earners for each council split between gender.

3. Recruitment

3.1 Starters

- Internal Transfers – still require a new contract drafting
- New Contracts – in addition to the contract being issued these require full pre-employment checks
- Casual Agreements – similar to contracts
- Criminal Record Checks – basic, standard and enhanced

3.2 Leavers

Total number of leavers per month per Council along with the cumulative attrition rate and the average length of service for the leavers.

Leavers with less than one years service split between service areas. Percentage of the establishment for each service area. i.e. of Culture and Leisure's establishment 11.25% left during the reporting period within their first year of service.

3.3 Agency

This monitors the number of requests that have been submitted to the Senior Management Teams that have been approved. How many of those requested were successfully filled and of the approvals, how many were extensions.

Only CBC has a procured agency.

4. Case Management

4.1 Disciplinary

The number of disciplinary investigations that took place per quarter within the reporting period.

4.2 Probationary

The number of cases under the probationary policy that took place per quarter within the reporting period.

4.3 Grievance

The number of grievances submitted per quarter within the reporting period.

5. Sickness Absence

5.1 Occupational Health Budget

Occupational health and counselling budget and spend.

5.2 Average Sickness Figures

Monthly average full time equivalent days lost due to sickness absence split down to monthly figures. Also showing the number of days this relates to.

CBC is a cumulative average and BCW and ENC are true cumulative figures so they are not really comparable.

5.3 Long Term vs Short Term

Long term equates to 20 or more working days and short term equates to 19 or less working days. For part time employees this would be 4 weeks or more for long term and under 4 weeks for short term.

The data shows the full time equivalent days lost to sickness absence along with the percentage this equates to.

5.4 Reasons

The number of days per sickness reason for each Council within the reporting period.

5.5 Sanctions

Year on year comparison of the sanctions given relating to sickness absence.