

Report to Joint Consultative and Safety Committee

Subject: Employee profile and training and development summary

Date: 29 August 2012

Author: Service Manager; Organisational Development

1. Purpose of the Report

This is an information item, to be produced annually, to inform the Committee of relevant “profile information” that may be of interest.

Appendix 1 shows a range of employee data for the last two financial years, both for this organisation and for other local councils. In addition, for this Council only, information is shown about the training and development programmes that have been delivered through the corporate training budget over the last two financial years.

As part of the introduction of this item, officers will also highlight to the Committee through verbal report, any matters of particular interest either in respect to absolute data or to trends over time.

2. Summary of key data

Of particular interest to the committee may be:

- The total headcount for Gedling BC has reduced by 36 between years ending March 2011 and March 2012.
- The HR team size (FTE per 100 employees) is “mid-table” when compared to others across the county with the Training and Development function being the most efficient out of all comparators. The health and safety function at Gedling is also very efficiently delivers when compared to other organisations.
- The percentage of women occupying senior posts at Gedling BC is relatively small when compared to others. The figure has dropped from last year to this year at Gedling, but this in part is attributed to issues of statistical calculation rather than there being a disproportionate number of senior female employees leaving the organisation.
- Almost 1.5% of our organisation is working beyond normal retirement age
- Our sickness absence rate has improved between the two years. Not all, but most other local councils’ rates have also improved over this period.

- Our employee turnover has increased from about 7.5% to about 10.5% between years. Although there is no meaningful target, around 10-15% turnover may be considered “healthy” in terms of a local government environment, depending on the general economic climate.
- Both here, and across other councils, the number of redundancies increased between years.
- The number of dismissals relating to conduct and capability issues remained low in Gedling BC for both years and were of a similar order to the levels experienced in other local councils of similar size.
- Gedling Borough Council was the first local council within the County to implement job evaluation and “Single Status” (the bringing together of a single set of terms and conditions over the whole workforce), over a decade ago. Some other local councils still seem not to have implemented such changes.
- Locally here, the number of conduct hearings doubled from five to 11 over the two years. Grievance hearings, which have traditionally been quite rare at Gedling rose from only one to six over the same period.
- In respect to training and development delivered through the corporate training budget:
 - There were 46 qualification-based training awards in 2010/11 and 49 in the following year. A large proportion of these programmes are either co-tutored or assessed internally.
 - In 2010 the Equality Workbook was introduced as the main training tool to inform all employees across the Council of basic equality and diversity principles that are of relevance to their work.
 - Currently there is a heavy investment of time in the development of on-line video-based material using a tool called “Moodle”. This investment in time will allow standard training of a routine nature to be delivered consistently in all sites across the Council, even outside normal working hours and without the need for a specialist trainer to be present. It is anticipated that this tool will be used to deliver a range of programmes from topics such as basic induction, equality and diversity and child protection through to “how to put up a trampoline safely”!

3. Recommendation

The Committee is asked to note this report.

Profile information: Nottinghamshire; 2010/11

Summary report

Notts HR Benchmarking data
2010 - 2011

	District 1	District 2	District 3	Geeling Borough Council	District 5	District 6	District 7	Large local authority 1	Large local authority 2
Number of Employees - headcount	#	#	#	#	#	#	#	#	#
Employees Full time	474	335	526	331	759		314	6100	4276
Employees Part time	144	143	247	262	286		71	4927	5984
Employees Total	618	478	773	593	1045		355	11027	10260
Employees FTE	550.10	416.30	638.73	452.40	895.41			8441.53	7129.36
HR Team: [transactional/policy/advice/dedicated admin support/general]									
HR Team Number	7	5	6	7	10		3	145	217
HR Team FTE	6.30	4.00	5.62	4.80	8.35		3.00	132.86	186.89
HR Team Number per 100 employees - number/(employee total/100)	1.13	1.04	0.78	1.18	0.96		0.78	1.31	2.12
HR Team FTE per 100 employees - FTE/(employee total/100)	1.15	0.96	0.73	0.81	0.80		0.84	1.20	2.62
Training and Development: [including dedicated admin support]									
Training and Development Number	2	1	3	1	3		1	22	5
Training and Development FTE	2.00	1.00	2.58	1.00	2.50		1.00	19.54	4.24
Training and Development Number per 100 employees - number/(employee total/100)	0.32	0.20	0.39	0.17	0.29		0.26	0.20	0.05
Training and Development FTE per 100 employees - FTE/(employee total/100)	0.36	0.24	0.40	0.17	0.24		0.28	0.18	0.06
Payroll: [including dedicated admin support]									
Payroll Number	4	1	3	4	4			35	59
Payroll FTE	3.92	1.00	2.51	3.00	3.00			23.73	51.04
Payroll Number per 100 employees - number/(employee total/100)	0.65	0.20	0.39	0.67	0.38			0.32	0.58
Payroll FTE per 100 employees - FTE/(employee total/100)	0.71	0.24	0.39	0.51	0.28			0.22	0.72
Health and Safety: [including dedicated admin support]									
Health & Safety Number	2	2	2	2	4		1	5	19
Health & Safety FTE	2.00	2.00	1.81	1.16	4.00		0.50	4.95	17.42
Health & Safety Number per 100 employees - number/(employee total/100)	0.32	0.41	0.26	0.34	0.38		0.26	0.05	0.18
Health & Safety FTE per 100 employees - FTE/(employee total/100)	0.36	0.48	0.28	0.20	0.38		0.14	0.04	0.24
Number of CIPD Qualified in HR Team									
Full CIPD	2	5	2	4	5		2	38	
Part/studying CIPD	1	1	0	0	1			21	
Other similar qualifications		0	0	0	0		1	23	
No qualifications		0	0	0	0			63	
Payslip cost	£/p	£/p	£/p	£/p	£/p	£/p	£/p	£/p	£/p
Cost per payslip	£8.32	£3.24		£6.30	£10.43m 2.41w			£1.69	£1.83
Equalities [Old BV2a]	Level	Level	Level	Level	Level	Level	Level	Level	Level
Equality Standard Framework	developing	Achieving		2 Developing	4		3	Level 5 (pri)	3
Best Value	%	%	%	%	%	%	%	%	%
[Old BV11a] % women in top 5% of earners	51.80%	n/a	30.55%	35.48%	30.19%		33.00%	57.01%	52.42%
[Old BV11b] % ethnic minority employees in top 5% of earners	11.10%	n/a	0.00%	0.00%	3.77%		0.00%	8.73%	3.72%
[Old BV11c] % people with disability in top 5% of earners	7.40%	n/a	9.09%	0.00%	0.00%		0.00%	3.39%	3.58%
[Old BV16a] % all employees declaring DDA condition	6.36%	10.27%	9.04%	2.40%	3.64%		3.62%	2.94%	2.53%
[Old BV16b] % all working age in "local area" declaring DDA condition	na	na		14.20%	12.22%			17.20%	na
[Old BV17a] % of ethnic minority [non-white] employees	1.79%	2.99%	4.62%	2.90%	1.15%		4.73%	12.91%	3.20%
[Old BV17b] % ethnic minority [non-white] of working age in "local area"	na	na		3.60%	3.41%			14.10%	na
Age structure - headcount	%	%	%	%	%	%	%	%	%
under 20	0.00%	0.41%	2.63%	2.60%	2.39%		1.30%	0.27%	0.20%
20-29	9.71%	8.15%	15.54%	13.30%	10.24%		10.40%	11.24%	8.40%
30-39	17.15%	19.45%	17.07%	23.20%	17.13%		20.80%	23.85%	17.20%
40-49	37.70%	30.58%	28.77%	26.60%	30.81%		29.00%	32.50%	33.50%
50-59	29.13%	28.87%	23.52%	24.50%	32.15%		29.50%	25.22%	30.90%
60-64	6.15%	10.25%		8.80%	6.22%		7.60%	5.80%	8.10%
65-70	16.00%	2.09%	11.27%	0.70%	0.96%		1.40%	0.88%	1.40%
over 70	0.00%	0.20%	1.20%	0.30%	0.10%		0.84%	0.28%	0.30%
Total	100.00%	100.00%	100.00%	100.00%	100.00%			100.0%	
Absence & Attendance									
Sickness Absence - FTE days lost per FTE [Old BV12]	9.65	8.08	8.93	10.65	11.65	9.26	9.28	11.30	9.19
Attendance - % employees with full attendance	na	40.16%	34.90%	43.50%	36.84%			44%	na
Leavers	#	#	#	#	#	#	#	#	#
Turnover [No. permanent voluntary leavers/ave No. employees in year] [%]	3.82%	5.64%	9.70%	7.59%	4.56%		11.00%	12.97%	9.30%
Redundancy - Voluntary with pension [Qty]	4	2		0	2		5	107	35
Redundancy - Voluntary, NO pension [Qty]	1	0		0	0			0	
Redundancy - Compulsory with pension [Qty]	2	0		3	9			80	15
Redundancy - Compulsory NO pension [Qty]	1	0		2	6		3	0	
Dismissal - conduct [Qty]	1	0	4	1	5			12	18
Dismissal - capability [Qty]	0	0	4	0	5			18	10
Number of closed [settled or taken through proceedings] E.T. cases [Qty]		0		0	1		2	23	1
Average number of "casual" (no contracted hours) employees "on the books" [Qty]	36	55	105	260	77			3616	1208
Average number of temporary employees [Qty]	29	32	27	75	75			1447	1348
Total number of agency worker days over the year:	#	#	#	#	#	#	#	#	#
Refuse and Waste Services	?	453		?				N/A	N/A
Grounds Maintenance	?	827		?				N/A	N/A
Other	?	1279		?				N/A	N/A
Total number of consultancy days over the year [technical/professional advice]	?	N/A		?				N/A	N/A
Job Evaluation									
JE completed?	No	No	Yes	Yes	No		no	Yes	Yes
If JE implemented, which scheme?	NJC	NJC	GLPC	NJC	NJC			GLPC	
All other Single Status implemented? [e.g. harmonised working week etc]	No	No	Yes	Yes	Part			No	
Employee Relations Metrics									
No. conduct hearings	11	3		5	38		3	61	60
Number per 100 employees - number/(employee total/100)	1.78	0.62		0.84	3.60			0.55	0.58
No. formal grievance hearing	6	1		1	14		0	140	39
Number per 100 employees - number/(employee total/100)	0.97	0.20		0.17	1.30			1.27	0.38
No. Capability (performance) cases	0	0		0	0		2	0	13
Number per 100 employees - number/(employee total/100)	0.00	0.00		0.00	0.00			0.00	0.13
No. Harassment cases	1	0		0	2		0	Inc in no Gr	6
Number per 100 employees - number/(employee total/100)	0.16	0.00		0.00	0.19			n/a	0.06
Key items of reward package/T&C benefits	Flexitime	Benefits package	Flexitime	Flexitime/Attendance				Benefits package	Key items

Profile information: Nottinghamshire; 2011/12

Summary report Notts HR Benchmarking data 2011 - 2012										
	District 1	District 2	District 3	Gedling Borough Council	District 5	District 6	District 7	Large local authority 1	Large local authority 2	
Number of Employees - headcount	#	#	#	#	#	#	#	#	#	
Employees Full time	459		479	311	702	321	303	6121		
Employees Part time	136		247	246	303	136	67	4969		
Employees Total	595		726	557	1005	457	370	11090		
Employees FTE	530.84		617.31	427.67	848.16	391.00	338.69	8044.07		
HR Team: [transactional/policy/advice/dedicated admin support/general]										
HR Team Number	5		5	6	7	6	3	189		
HR Team FTE	4.54		4.62	4.35	6.62	5.92	3.00	182.30		
HR Team Number per 100 employees - number/(employee total/100)	0.84		0.69	1.08	0.70	1.31	0.81	1.70		
HR Team FTE per 100 employees - FTE/(employee total/100)	0.76		0.75	0.78	0.66	1.30	0.88	2.27		
Training and Development: [including dedicated admin support]										
Training and Development Number	2		3	1	3	1	1	25		
Training and Development FTE	2.00		2.60	1.00	2.50	0.92	1.00	21.90		
Training and Development Number per 100 employees - number/(employee total/100)	0.34		0.41	0.18	0.30	0.22	0.27	0.23		
Training and Development FTE per 100 employees - FTE/(employee total/100)	0.34		0.42	0.18	0.25	0.20	0.29	0.27		
Payroll: [including dedicated admin support]										
Payroll Number	4		3	4	4	3	provided by GBC	23		
Payroll FTE	3.92		2.40	3.00	3.00	2.57		20.60		
Payroll Number per 100 employees - number/(employee total/100)	0.67		0.41	0.72	0.40	0.66		0.21		
Payroll FTE per 100 employees - FTE/(employee total/100)	0.66		0.39	0.54	0.30	0.56		0.26		
Health and Safety: [including dedicated admin support]										
Health & Safety Number	2		2	2	4	3	1	6		
Health & Safety FTE	2.00		1.81	1.16	4.00	2.36	0.50	5.40		
Health & Safety Number per 100 employees - number/(employee total/100)	0.34		0.27	0.36	0.40	0.66	0.27	0.05		
Health & Safety FTE per 100 employees - FTE/(employee total/100)	0.34		0.29	0.21	0.40	0.52	0.14	0.05		
Number of CIPD Qualified in HR Team										
Full CIPD	2		1	3	4	3	2	32		
Part/Study CIPD	1		0	0	1	3	0	16		
Other similar qualifications			0	0	5	n/a	1	33		
No qualifications			0	0	4	n/a		108		
Payslip cost	£/p	£/p	£/p	tbc	£/p	£/p	£/p	£/p	£/p	
Cost per pay slip	£8.32		£6.87	tbc	tbc			£2.08		
Equalities [Old BV2a]	Level	Level	Level	Level	Level	Level	Level	Level	Level	
	developing		Achieving	n/a			3	Level 5 (prior to intro. of Framework)		
Equality Standard Framework			Developing					Excellent		
Best Value	%	%	%	%	%	%	%	%	%	
[Old BV11a] % women in top 5% of earners	42.30%		31.25%	28.00%	26.00%		41.94%	54.73%		
[Old BV11b] % ethnic minority employees in top 5% of earners	11.50%		0.00%	0.00%	4.00%		0.00%	8.91%		
[Old BV11c] % people with disability in top 5% of earners	7.70%		9.38%	0.00%	0.00%		0.00%	1.91%		
[Old BV16a] % all employees declaring DDA condition	7.40%		8.83%	3.10%	3.69%		2.97%	2.94%		
[Old BV16b] % all working age in "local area" declaring DDA condition	n/k		NK	14.20%	6.70%		0.00%	16.00%		
[Old BV17a] % of ethnic minority (non-white) employees	1.20%		5.03%	3.60%			4.86%	12.57%		
[Old BV17b] % ethnic minority (non-white) of working age in "local area"	n/k		NK	3.60%	5.20%		0.00%	13.20%		
Age structure - headcount	%	%	%	%	%	%	%	%	%	
under 20	0.00%		0.41%	2.33%	2.19%	1.00%	2.18%	0.40%		
20-29	8.91%		15.98%	13.46%	11.25%	9.50%	9.76%	10.36%		
30-39	16.64%		15.98%	22.62%	16.52%	23.00%	22.76%	22.13%		
40-49	38.82%		31.54%	26.57%	28.90%	30.00%	27.64%	31.90%		
50-59	28.91%		26.72%	25.85%	34.47%	28.00%	29.27%	27.00%		
60-64	6.55%		7.71%	7.72%	5.87%	7.00%	6.23%	7.30%		
65-70	0.17%		1.38%	1.26%	0.70%	1.00%	1.90%	1.33%		
over 70	0.00%		0.28%	0.18%	0.10%	0.50%	0.26%			
Total	100.00%	0.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.41%	0.00%	
Absence & Attendance										
Sickness Absence - FTE days lost per FTE [Old BV12]	10.47		6.89	9.92	9.40	7.81	8.60	10.62		
Attendance - % employees with full attendance	n/a		52.00%		44.30%			57.30%		
Leavers	#	#	#	#	#	#	#	#	#	
Turnover [No. permanent voluntary leavers/ave No. employees in year] [%]	4.87%		12.40%	10.49%	3.28%	14.80%	11.22%	14.42%		
Redundancy - Voluntary with pension [Qty]	18		6	5	7	10	3	247		
Redundancy - Voluntary, NO pension [Qty]	5		1	2	1	14	2	0		
Redundancy - Compulsory with pension [Qty]	3		0	0	0	0	0	94		
Redundancy - Compulsory NO pension [Qty]	6		0	2	10	0	4	0		
Dismissal - conduct [Qty]	2		8	0	1	0	1	59		
Dismissal - capability [Qty]	0		1	1	6	1	1	14		
Number of closed [settled or taken through proceedings] E.T. cases [Qty]	n/k		1	0	4	0	0	4		
Average number of "casual" [no contracted hours] employees "on the books" [Qty]	21		46	277	70	667		1641		
Average number of temporary employees [Qty]	24		113	11	48	7		1273		
Total number of agency worker days over the year:	#	#	#	#	#	#	#	#	#	
Refuse and Waste Services	n/k		NK	?	unknown	618	1194	9000		
Grounds Maintenance	n/k		NK	?	unknown	0	539	5600		
Other	n/k		NK	?	unknown	1465		n/a		
Total number of consultancy days over the year [technical/professional advice]	n/k		NK	?	unknown			n/a		
Job Evaluation										
JE completed?	no		Yes	Yes	No	Yes	no	Yes		
If JE implemented, which scheme?	NJC		GLPC	NJC	NJU	GLPC		GLPC		
All other Single Status implemented? (e.g. harmonised working week etc)	No		Yes	Yes	In Part	Yes		No		
Employee Relations Metrics										
No. conduct hearings	8		14	11	32		8	33		
Number per 100 employees - number/(employee total/100)	1.34		1.93	1.97	3.18		2.16	0.30		
No. formal grievance hearing	2		8	6	24		0	29		
Number per 100 employees - number/(employee total/100)	0.34		1.10	1.08	2.39		0.00	0.26		
No. Capability (performance) cases	1		1	n/a	2		4	2		
Number per 100 employees - number/(employee total/100)	0.17		0.14		0.19		1.08	0.02		
No. Harassment cases	0		0	n/a	0		0	6		
Number per 100 employees - number/(employee total/100)	0.00		0.00		0.00		0.00	0.05		
Key items of reward package/T&C benefits	Flexi time		Brook's Flexi,	Flexitime/ Attendance	Car & Bike Loans. *	Benefits Package		Benefits package		

Training delivered/qualifications achieved 2010/2011

Qualifications

ILM Certificate in Leadership level 5	18
City and Guilds 'Learning and Development' level 3	1
CMI NVQ level 4 in Management	5
ILM Team Leading Certificate level 2	1
ILM Team Leading Certificate level 2 + NVQ level 3	5
ILM Team Leading Certificate level 2 + NVQ level 2	11
City and Guilds Customer Services NVQ level	4
City and Guilds Customer Services NVQ level 2	1

Non-Qualification training

Time Management Course X 3	27
Induction Course x 2	16
Support for Equalities training booklet	8
Trainers' Programme	8
Agenda and Minutes Course (external)	12
Pre-retirement Course	16
Deafness Awareness x 2 (external)	30
Recruitment and Selection x 3	26
Effective use of PDR	8
Equalities Workbook	303

Training delivered/qualifications achieved 2011/2012

Qualifications

ILM Certificate in Leadership level 5	16
Advanced Apprenticeship in First Line Management	7
Includes: Certificate in First Line Management level 3	
NVQ in First Line Management level 3 and	
Key skills Maths and English level 2	
Certificate in First Line Management level 3 together with	
NVQ level 3 in First Line Management	4
Certificate in First Line Management level 3 (alone)	1
City and Guilds Training and Development Level 3 + A1	
Assessor's award	2
City and Guilds Customer Services NVQ level 3	4
City and Guilds Customer Services NVQ level 2	4
City and Guilds Business Administration level 2	2
ABNLP certified NLP Practitioner.	1
ABNLP certified NLP Coach	1
City and Guilds Waste Management NVQ level 2	7

Non-Qualification training

Communications Skills and Stress management	8
CRB; training for Checkers	17
Recruitment and Selection	7
Effective use of PDR	7
Equalities Workbook	17