

Personnel Committee

Wednesday, 28 September 2016 at 10:30

County Hall, County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 1 | Apologies for Absence | |
| 2 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 3 | Minutes of the last meeting held on 21st July 2016 | 3 - 6 |
| 4 | Update on Work Based Coaching in Nottinghamshire County Council | 7 - 12 |
| 5 | Nottinghamshire County Council Workforce Planning Information Quarterly Update at 30th June 2016 | 13 - 28 |
| 6 | Employee Health & Wellbeing & Sickness Absence Performance as at 1st July 2016 | 29 - 54 |
| 7 | Operational Report - Schools & Academies, Catering & Facilities Management Services | 55 - 80 |
| 8 | Work Programme | 81 - 84 |

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.

- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Julie Brailsford (Tel. 0115 977 4694) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>



Minutes

Meeting	PERSONNEL COMMITTEE
Date	Thursday 21 st July 2016 (commencing at 10.30am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Sheila Place (Chairman)
Nicki Brooks (Vice Chairman)

A	John Cottee	
	Maureen Dobson	Rachel Madden
	Glynn Gilfoyle	Yvonne Woodhead
	John Ogle	
	Tony Roberts MBE	

OFFICERS IN ATTENDANCE

Rosie Bartram	Unison
Julie Brailsford	Assistant Democratic Services Officer
Gill Elder	Group Manager HR
Helen Fifoot	Team Manager Schools Catering
Claire Gollin	Group Manager HR
Shane Grayson	Group Manager Catering & Facilities
Adam Jankiowskyj	Customer Service Centre Senior Advisor
James Minto	Unison
John Nilan	Team Manager Health & Safety
Pearce Whetton	Trainee Health & Safety Advisor
Helen Richardson	Senior Business Partner, Workforce Planning and Organisational Development
Marje Toward	Service Director, HR and Customer Service

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 25th May 2016, having been circulated to all Members, were taken as read and were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

Apologies were received from Councillor Maureen Dobson (other reason).

MEMBERSHIP

It was reported that Councillor Gilfoyle had been appointed in place of Councillor Darren Langton and Councillor John Cottey had been appointed in place of Councillor Liz Yates for this meeting only.

DECLARATIONS OF INTEREST

There were no declarations of interest.

AWARDS

The Chairman of the committee, Councillor Sheila Place, presented awards that had been won at the 8th annual ProStart awards ceremony. The County Councils apprenticeship scheme had won two awards in recognition of its success. Pearce Whetton, a trainee Health and Safety Officer collected the Advanced Apprentice of the Year award and Adam Jankiowskyj, a senior customer service advisor at the Customer Service Centre collected the award for Apprentice Employer of the Year on behalf of the County Council.

WORKFORCE PLANNING – UPDATE ON WORK BASED LEARNING OPPORTUNITIES FOR YOUNG PEOPLE WITH NOTTINGHAMSHIRE COUNTY COUNCIL

RESOLVED 2016/10

1. To note the achievements and focus to date of the Councils current work based learning initiatives.
2. To note the proposals for further developments of the schemes involved to ensure improved alignment with the Council's workforce planning priorities and to maximise the use of the Apprentice Levy to meet Public Sector Duty with effect from April 2017.
3. To agree to receive further annual update reports, the next one due in July 2017.

DEVELOPING A COACHING CULTURE IN NOTTINGHAMSHIRE COUNTY COUNCIL

RESOLVED 2016/11

1. To note the achievement of the Council in the recognition by the recognised professional body for HR and people development for the quality and content of its in-house Coaching Programme at national level.

SUPPORT FOR THE 'DYING TO WORK' CAMPAIGN

RESOLVED 2016/12

1. To support the signing of the voluntary charter to promote the positive treatment of employees with a diagnosis of terminal illness.
2. To note the ongoing work of the task and finish group to develop additional management guidance and training to enable them to continue to support their team members who are terminally ill.

NCC WORKFORCE PROFILE INFORMATION 2016

RESOLVED 2016/13

1. To note the information contained within the report.
2. To note the actions for improvement.
3. To approve the publication of the Workforce Information Report 2016 on the Council's public website.

OPERATIONAL REPORT – SCHOOLS & ACADEMIES, CATERING & FACILITIES MANAGEMENT SERVICES

RESOLVED 2016/14

To note the content of the report.

WORK PROGRAMME

RESOLVED 2016/15

That the Committee's work programme be noted.

The meeting closed at 11.30AM.

CHAIRMAN

21ST July 2016

**REPORT OF THE SERVICE DIRECTOR - CUSTOMERS AND HUMAN
RESOURCES****UPDATE ON WORK BASED COACHING IN NOTTINGHAMSHIRE COUNTY
COUNCIL****Purpose of the Report**

1. To provide Members with an initial update, **as at September 2016**, on the progress to date of the workforce development initiatives which underpin the Council's aim to build and promote a "Coaching Culture" across the Council.

Information and Advice**Background**

2. The Council's recently approved Workforce Strategy supports the delivery of its strategic priorities by taking a whole organisational approach to transforming its workforce. Key to this is delivering continuous improvement and culture change.
3. The Council is investing in building a coaching culture through the adoption of a coaching style of management and leadership which, by nurturing and growing talent, maximises individual and organisational performance.
4. In response to this priority the Council's Workforce and Organisation Development (WPOD) team have worked with our provider organisation, Loughborough College, to develop and deliver learning provision to support the development of a whole council coaching infrastructure.
5. The detail of this programme was reported to this committee on 20th January 2016 where it was agreed that progress update reports be submitted at regular intervals.

Progress to date**• Manager as Coach:**

6. To support the embedding of a coaching culture within the Council, an initial roll out of a two day Manager as Coach training programme was integrated into the ongoing Leadership Development Programme and launched in July 2015. For the senior manager tier this forms a core learning element of the refreshed competency based Employee Performance and Development Review (EPDR) process.

7. The programme was completed by **137** of the overall Team and Group Manager cohort in the period up to July 2016. Feedback from participating senior managers has been positive and indicates that they are applying their learning in their management of own staff within their workplace setting, it includes the following comments:

"I am certain the Manager as Coach training will enhance my practice in so many ways and will complement my management skills, including use of SMART objectives alongside the use of 'T-GROW' as a model for coaching".

"This has been a useful course and feel I have tools and knowledge to take back and use in the workplace".

"A really fascinating course providing practical skills for both work and home - excellent. I am going to make a real concerted effort to use these new skills and to change lifelong habits that are counterproductive and can be stressful i.e. being directive".

8. Following assessment and evaluation of this first phase, further courses have been made available from September 2016 to enable those Team and Group Managers who have not yet attended this course to do so. To date a further **23** senior managers have booked on to the next available course.
9. The next phase will focus on the further roll out of the programme to existing, new and aspirant line managers below Team Manager level within the organisational structure. This offer is under development and will be a key part of a wider Manager Development Programme to be launched from September 2016 onwards.

- **In-house Coaching Network:**

10. Building on the Manager as Coach programme, selected members of the leadership cohort have been trained to the Institute of Leadership and Management (ILM) Level 5 in Coaching and Mentoring standard to deliver coaching to NCC employees where this is identified as appropriate to an individual's professional and personal development needs through the EPDR process.
11. A total of **20** senior managers have now completed the ILM level 5 certificate course and the first **9** of those have recently qualified. The final **10** are due to start the programme in September 2016 to meet anticipated demand as coaching becomes embedded as part of the organisational culture. This additional co-hort will also address any reduction in coach capacity through turnover.
12. Since the launch of the network in February 2016, the trained in-house Coaches have delivered formal coaching sessions to **11** employees across all departments and a range of job types and levels. However, this is supported by an increase in informal coaching and coaching approaches through EPDR's, supervision and group and team meetings.
13. Whilst this is a relatively slow start, it is anticipated that by highlighting coaching provision through its inclusion in the revised EPDR process, following the completion

of the annual EPDR “cycle”, there will be an increase in the number of formal coaching referrals from autumn 2016 onwards.

14. Coaching provision has been promoted through each Departmental Leadership Team. In addition coaching provision will be relaunched to NCC employees on the intranet during September 2016, using anonymised case studies of successful coaching interventions and feedback received from coachees to highlight the benefits of coaching to encourage more individuals to request coaching through EPDR and supervision process.
15. Those employees who have completed coaching sessions to date have provided very positive feedback on the outcomes of coaching as a supportive intervention to enable them to achieve their development objectives and support achievement of organisational goals. Feedback has included the following comments:

“I am now better able to respond to and achieve career development opportunities, since being coached I have been successful at interview and have obtained a new post with NCC”

“ Coaching has helped me to think differently... I have done things I would never have done before, things I would never have considered. Things I didn't think possible. I now know how to be successful.”

Recent Developments:

16. Nottinghamshire County Council's Coaching Network has been accepted as a member of the Association for Coaching. Membership of the Association allows the Council to benchmark its coaching approach and provides a number of benefits, including the use of the Association's Code of Ethics and its Continuous Professional Development opportunities for in-house coaches to provide them with ongoing support.
17. Peer support arrangements and regular meetings are in place to further support the continuous development of in-house coaches which offer an opportunity to share learning and issues and suggest additions and improvements to the existing process and approach. Trained coaches are also encouraged to access external learning activity such as that provided through East Midlands Employers coaching network and have access to a dedicated One Space site which is regularly refreshed with learning resources.
18. As reported to Personnel Committee on 21st July 2016, the Council's Coaching Network has been shortlisted for the Chartered Institute of Personnel Development (CIPD) best Coaching and Mentoring Initiative and the announcement for this award will take place on 27th September 2016. The outcome of this will be reported to this Committee on 28th September 2016.

Next Steps

19. As highlighted to this Committee in previous reports it is difficult for any organisation to isolate the specific contribution that coaching, as opposed to other drivers, makes through its “return on people” to organisational improvement. It is too early to clearly evaluate the impact of formal coaching. However as the network develops evaluation will be undertaken to attempt to identify the impact of coaching on organisational transformation through a cost /benefit analysis linked to key performance indicators.
20. In the interim, the Workforce and Organisational Development team continue to collate the anecdotal evidence provided by coachees to gain a qualitative understanding of the difference coaching has made to individuals and to assess whether the desired outcomes expected from participating in coaching activity have been achieved. This enables the team to continuously improve the coaching offer and ensure that it remains focussed on individual and organisational improvement.
21. A further update report will be submitted to Personnel Committee in March 2017.

Reason for Recommendation

22. To update Personnel Committee about the impact to date, uptake and proposed improvements to the County Council’s Coaching Programme.

Statutory and Policy Implications

23. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

24. All training activity for coaching has been funded through the Leadership Development Programme budget.

Human Resources Implications (CG 28/08/2016)

25. These are contained within the body of the report.

Equality Implications

26. Coaching through the Council’s in-house coaching network is available, through management referral, to employees at all levels across the Council where it is an appropriate response to a personal development need identified through the EPDR and supervision process.
27. Coaches have been identified and trained from across all departments and are representative of a range of services and a diversity of “protected characteristics” (as

defined by the Equality Act 2010 these are age, gender, ethnic origin, disability, religion and belief and sexual orientation).

RECOMMENDATION

It is recommended that Personnel Committee note the progress of the Council's Coaching Programme to date.

Marjorie Toward

Service Director - Customers and Human Resources

For any enquiries about this report please contact: Claire Gollin, Group Manager HR on 0115 9773837 or Claire.gollin@nottsc.gov.uk

Constitutional Comments (KK 08/09/16)

28. The proposal in this report is within the remit of the Personnel Committee

Financial Comments (SES 07/09/16)

29. The financial implications are set out in the report.

Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All

28th September 2016**Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING
INFORMATION AS AT 30TH JUNE 2016****Purpose of the Report**

1. The purpose of this regular, quarterly, report is to provide Elected Members with an updated overview of the position in relation to the County Council's directly employed workforce and to highlight trends relating to this data.

Information and Advice**Background:**

2. The regular collection and analysis of a range of corporate workforce information enables the Council to effectively monitor the ongoing impact of organisational change and transformation on the number and nature of its staff and assist it to predict and forward plan its future workforce requirements.
3. Critical to this is accurately establishing and identifying what type of skills, knowledge, experience and aptitudes the Council needs to have available. This is based on an ongoing prediction of key service demands and major workforce issues, subject to regular review to reflect changes in requirements.
4. This approach relies on developing a structural model and organisational culture which broadens the definition of the Council's workforce and enables it to be more mobile and flexible in working across the whole Council and with partner organisations through effective cross skills training and development.
5. It also necessitates adopting a more systematic approach to retraining, redeployment and career development which includes identifying horizontal, rather than vertical, career opportunities as set out within the framework of the Council's Workforce Strategy for 2016-18.

Headcount:

6. The County Council headcount figure for non-school based staff as at 30th June 2016 was **8,093**. This includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees.

7. In the year since June 2015 this represents an in year overall headcount reduction to date of **739** from **8,832**. This reflects a number of reasons including the implementation of Service Reviews and organisational re-design with resultant redundancies, also the transfer out of other NCC staff to become employees of alternative organisations, in addition to natural turnover and retirement.
8. On April 2016 a total of **597** Libraries and Archives employees transferred into the Inspire community benefits society which is reflected in the headcount figure for this quarter. The next report for Quarter 2 2016/17 (as at 30th September 2016) will reflect the further impact on headcount of the transfer out of **636** former Highways and **70** Property employees to the Via and Arc joint ventures respectively with effect from 1st July 2016.

Vacancy Management:

9. The Council's established Vacancy Control arrangements are designed to ensure robustness and consistency of vacancy management to enable agreed post reductions to be made with the minimum number of compulsory redundancies by providing redeployment opportunities for employees at risk of redundancy.
10. The Vacancy Control statistics in **Appendix A** reflect the period April to June 2016 inclusive, this indicates that overall during this quarter the majority of vacancies submitted through the centralised recruitment process have been filled on a fixed term basis. This includes the ASCHPP department which has a rolling programme of recruitment to a supply register for Occupational Therapists, Community Care Officers and Social Workers.
11. In the first quarter of 2016/17 a total of **665** posts went through the vacancy control decision process with the following outcomes:
 - Permanent – **206** posts (94 of these in ASCHPP and 66 in CFCS)
 - Fixed term – **458** posts (339 of these in CFCS)
 - Agency – **1** post
 - Deleted - Nil

Turnover:

12. A degree of turnover is expected and is healthy for an organisation in respect of refreshing its skills base and diversity. Natural turnover inevitably occurs as employees reach retirement age, gain alternative employment, transfer to other employers or choose to leave work for other often positive reasons.
13. Service review processes continue to generate both compulsory and voluntary redundancies. As set out in **Appendix B**, the number of employees leaving as a result of compulsory and voluntary redundancies, **110** in total, has risen significantly since the previous quarter. The **75** compulsory redundancies predominantly reflect the cessation of the “ Notts Performing Arts “ service from April 2016. Affected employees worked a very low number of part time hours, typically around 3 per week.

14. The impact of this is that, when redundancies are factored in, the NCC turnover rate, including redundancies, calculated as the mean average over the previous 12 month period, currently stands at **15.58%** compared to **9.25%** at the previous quarter, averaging at **10.41%** for the whole 12 month period from July 2015.
15. The most recently reported Local Government average turnover increased from **11.90% to 13.4%** as at 31st March 2015.
16. The table in **Appendix B** sets out details of the reasons given for leaving over the 12 month period up to 30th June 2016 and includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees.
17. As indicated, the most commonly recorded reason for leaving in this quarter continues to be “resignation” (**153** out of a total of **318** leavers). This category has been broken down further in the table below to provide more detailed data, using the categories specified on NCC leaver forms and as recorded by managers on the Business Management System, the significant majority were for personal reasons including employees moving on to employment with other organisations:

Resignations April 2016 to June 2016	
Reasons for leaving	Number:
Return to Education/Retraining	3
Following Career Break	1
Following Maternity Leave	3
Job Related Reasons	24
<i>Not Known</i>	0
Personal Reasons Inc. new job with other employer	122
Total:	153

18. After redundancy the third highest reason for leaving is retirement (**35** out of a total of **318**), which relates to those employees aged 55 or over who can access their accrued pension benefits.
19. Gathering quantitative turnover data is an important workforce planning tool, however there is also a need to understand why employees choose to leave the Council and identify whether specific actions to address this are required.
20. There may be also a need to consider and review recruitment and retention strategies or investigate more closely the reasons for staff moving on. Exit interviews, which are usually conducted by the line manager, can provide a valuable source of qualitative information about the reasons that employees are leaving from a particular area or profession.
21. The conduct of exit interviews in Children's Social Care by HR business partners began in August 2016 and will be fully rolled out from 1st September 2016. The change of responsibility was to insert a higher level of challenge and to

encourage greater openness in discussing the reason(s) for leaving. The results of this will inform further work within the service on identifying the impact of a range of recruitment and retention measures over the next quarter and beyond.

22. Anecdotal information from our agency managed service provider also indicates that in some cases people leave employment to pursue opportunities with other employers as part of a contingent workforce.

Redundancies:

23. The Council continues to consider all reasonable mitigations to reduce the impact on individual employees of the post deletions arising from service reviews.

24. The following table provides an update on the confirmed number of overall redundancies during the current financial year, as at **30th June 2016**, and also the preceding three financial years.

	2013/14	2014/15	2015/16	2016/17	Overall Total to date	%
Voluntary Redundancy	134	227	64	35	460	73.7%
Compulsory Redundancy	14	45	30	75	164	26.3%
Total Redundancies	148	272	94	110	624	

25. The impact of ongoing service review and cessation arising from organisational transformation on the size and scope has incrementally reduced this ratio over the last 18 months. The percentage of redundancies that are voluntary rather than compulsory has fallen by **9.00** percentage points since the last reporting period. The impact of the compulsory redundancies described in paragraph 13 above has reversed this balance during the first quarter of the current year.
26. Proposed legislative changes to public sector exit payments currently scheduled to take incremental effect from October 2016 onward have the potential to impact on the likelihood of long serving employees volunteering for redundancy. The details of these changes will be reported to members once the detail is confirmed by Government.
27. The trades unions continue to work closely at a corporate level with management to consider the potential for further mitigations to reduce the number of compulsory redundancies arising from service review.
28. Whilst redundancies arising out of agreed planned savings for 2017/18 are likely to further impact later in the current financial year, the range of existing mitigations, will remain in place to help manage and minimise the impact on individuals. These include vacancy control, redeployment search, effective workforce planning (including retraining / reskilling), reduced working hours,

prioritising volunteers for redundancy wherever possible and job search support and are described below:

Redeployment:

29. Every effort continues to be made to support direct NCC employees at risk of redundancy by seeking redeployment into suitable alternative employment opportunities. This includes access to the Council's on-line redeployment portal for employees at risk of redundancy.
30. A successful redeployment relies on the full and flexible engagement of the individual employee in the redeployment search process and the consistent commitment of all managers to providing at risk employees with well supported trial periods in potentially appropriate alternative posts.
31. Organisational transformation is affecting the vacancy pool and the number and range of posts available for the redeployment of at risk employees continues to reduce. In this context the Council continues to aim to offer every reasonable support to engage redeployees in accessing skills based training and retraining opportunities to maximise their potential to be redeployed into suitable alternative posts.

Other support for employees at risk of redundancy:

32. A dedicated intranet site offers an extensive package of information and training, support covering a wide range of topics ranging from career planning, CV writing and interview skills, dealing with change to planning for retirement and financial management. Information regarding training events and individual support sessions is also accessible via the internet so employees can access this from outside of their work base if they wish.
33. This support package is also available to support all staff to respond positively to the impact of service and organisational change but those identified as being at risk are prioritised. Content is continually reviewed to assess demand and revised, in consultation with trades union colleagues, to reflect feedback from employees.
34. Provisions continue to be well utilised. Between April 2013 and June 2016 employees made a total of **9,987** unique views of the available information and associated support provisions.
35. Whilst the eLearning and information element is constantly available the availability of learning events and sessions is based on estimated demand which fluctuates dependent on the degree of impact arising from associated service changes.
36. In the period from 1st April 2015 to 30th June 2016 a further **9** training and support sessions were delivered in partnership with external providers including Job Centre Plus and Futures. These sessions were attended by **85** employees.

37. In response to estimated demand for this provision during quarter 2 a further **14** events are currently offered for the period July – September 2016.

TUPE Transfers:

38. The overall impact of staffing reductions on the Council's overall workforce headcount needs to be considered in the context of fluctuations arising from the terms of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).

39. A significant number of TUPE transfers have arisen from the implementation of alternative service delivery models and during the course of 2016/17 this will impact significantly on the overall headcount of the Council's direct workforce, as described in paragraph 8 of this report.

40. The transfer out of permanent and temporary employees under TUPE from the former Libraries, Culture and Learning service to the Inspire community benefit society is reflected in the table below (* the figure does not include casual/relief staff or individuals who still retain another employment with NCC):

TUPE transfers	2014/15		2015/16		2016/17	
	In	Out	In	Out	In	Out
Catering and Cleaning	1	69	0	121	4	23
Economic Development			1	0		
ASCHPP Joint Commissioning	1	0				
Rampton Hospital Library	0	2				
Community Safety Team	1	0				
Ranby Prison Library				3		
Inspire						485*
Total	3	71	1	124	4	508

41. Quarter 2 data will reflect the transfer out of a further 70 Property employees to the Arc joint venture and 636 Highways employees to the Via Joint Venture.

Use of Agency Workers:

42. The latest quarter's figures for agency workers, consultants and interims are set out in **Appendix C** to this report. The quarter up to 30th June 2016 has seen a further decrease from the previous quarter.

43. Usage of long term agency/consultant/interim placements has reduced across all departments over the quarter resulting in an overall reduction across the Council

reducing from **305.1** to **278.4** full time equivalents (FTE). This is an encouraging figure, representing a reduction of **49.4** FTE over the last 6 months.

44. The transfer of Highways services to the new arrangements under Via will not be reported until the end of the second quarter as the transfer took place on 1st July 2016 which is outside the scope of this report and this will account for a further reduction of **22.27** FTE agency workers and consultants.
45. Members may recall the ongoing work in Children's Social Care and the additional scrutiny of agency usage in this area by the challenge panels. Whilst it is early days in evaluating the impact of the range of measures introduced to address retention issues, there has been a reduction of **5.70** FTE agency social workers over the period to 30th June 2016 in this area.
46. Progress is being carefully monitored with newly qualified workers commencing their employment being mentored through their first year post qualification by more experienced employees and agency workers being retained until the newly qualified staff are ready to pick up more complex or increased caseloads.
47. The number of agency workers in Adult Social Care has reduced by 12.60 FTE over the latest quarter with the highest number still being placed in Direct Services. There has been an overall reduction in the Place department but there is increased usage in County Supplies due to some complex management challenges and the short notice retirement of the service manager. Resources has also shown a slight overall reduction of **2.29** FTE.

Reasons for Recommendations

48. The regular provision of this information will enable Members to continue to review the impact of the Council's transformation programme in terms of the numbers of people directly employed by the organisation.

Statutory and Policy Implications

49. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Human Resources Implications

50. The trades unions continue to be actively engaged through the Council's Joint Consultative and Negotiating framework in ensuring that appropriate mitigations reduce the number of redundancies, particularly compulsory redundancies. The trades unions have noted and commented on the contents of the report.

Equalities Implications

51. The Council's Enabling Procedure and Early Retirement and Redundancy and Redeployment policies apply equally to all directly employed staff. These procedures contain guidance which ensures appropriate and consistent management of the redundancy consultation and selection processes and that this is undertaken in compliance with the requirements of the Equality Act 2010.
52. Equality Impact Assessments are undertaken as appropriate and are an integral part of the Service Review process to ensure that implications of any proposed changes for service users and staff are identified and action taken to address any specific issues or disproportionate impacts on particular groups arising from the proposed changes.
53. This County Council's current Workforce Profile Information report, as at 1st April 2016, illustrates that ongoing reductions in the headcount of the direct NCC workforce have not had a direct or negative impact on the overall diversity profile of the remaining workforce.

Financial Implications

54. The range of mitigations in place help to ensure that, wherever possible, at risk staff are redeployed to suitable alternative posts thus maintaining the Council's investment in their skill development and reducing the cost of redundancy compensation payments, and, where the redundant employee is over 55 years of age, under Local Government Pension Scheme Regulations, the early release of their pension benefits.
55. The financial cost of redundancies to the Council is factored into the Medium Term Financial Strategy and actual costs are reported on an annual basis through the Statement of Accounts.

RECOMMENDATIONS

It is recommended that Members note:

1. The updated workforce planning information and trends contained within this report.
2. The relative impact of redundancies and associated mitigations, natural turnover, vacancy control and TUPE transfers on the overall number of employees.
3. The range of mitigating measures and support provisions which continue to be used to minimise the impact in respect of compulsory redundancies.

Marjorie Toward
Service Director - Customers and Human Resources

For any enquiries about this report please contact:

Claire Gollin, Group Manager HR on 0115 9773837 or claire.gollin@nottsc.gov.uk

Constitutional Comments (KK 08/09/16)

56. The proposals in this report are within the remit of the Personnel Committee.

Financial Comments (SES 07/09/16)

57. The financial implications
are set out in the report.

Human Resources Comments (CLG 15/8/16)

58. The human resources implications are implicit in the body of the report.

Background Papers

Trades union side comments – date

Electoral Division(s) and Member(s) Affected

All

Appendix A: Outcomes from Vacancy Control Process 01.04.2016 – 30.06.2016

<u>By Department:</u>	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
ASCHPP	90	434	94	339	1	0
CFCS	50	103	66	37	0	0
PLACE	14	16	5	11	0	0
RESOURCES	61	106	40	66	0	0
Public Health	5	6	1	5	0	0
Total	220	665	206	458	1	0
<u>By Division:</u>						
ASCHPP	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Mid Nottinghamshire	32	39	32	6	1	0
North Nottinghamshire	26	43	33	10	0	0
South Nottinghamshire	26	343 (300 supply)	23	320 (300 supply)	0	0
Strategic Commissioning, Access and Safeguarding	6	9	6	3	0	0
Total	90	434	94	339	1	0
CFCS	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Education Standards & Inclusion	9	9	3	6	0	0
Children's Social Care	32	71	62	9	0	0
Youth, Families and Culture	9	23	1	22	0	0
Total	50	103	66	37	0	0
Place	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Environment,	12	14	4	10	0	0

Transport and Property						
Planning / Development Management	2	2	1	1	0	0
Total	14	16	5	11	0	0
Resources	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Business Support	32	45	4	41	0	0
Finance, Procurement and Improvement	4	5	0	5	0	0
Customers and Human Resources	19	49	34	15	0	0
Communications and Marketing	3	3	0	3	0	0
Legal Services	3	4	2	2	0	0
Total	61	106	40	66	0	0
Public Health	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Public Health	5	6	1	5	0	0
Total	5	6	1	5	0	0

Appendix B

Reason for leaving	July - September 2015	October – December 2015	January – March 2016	April - June 2016
Retirement	34	14	32	35
Retirement Ill Health	7	8	11	7
Death in Service	0	2	2	0
Dismissal Conduct	3	3	4	0
Dismissal Capability including absence	2	3	1	6
Failed Probation	3	1	1	0
Mutually agreed termination	0	1		1
End Fixed Term Contract	7	3	4	6
Redundancy Compulsory	6	1	19	75
Redundancy Voluntary	18	10	17	35
Resignation	130	115	121	153
	210	161	212	318
Average (Mean) headcount over the quarter	8810.5	8819	8811	8164

Turnover percentage for Q1 **15.58%**

Turnover for last 12 months **10.41%**

Reasons for leaving	
Resign Education/Retraining	3
Resign Following Career Break	1
Resign Following Mat Leave	3
Resign Job Related Reasons	24
Resign Not Known	0
Resign Personal Reasons	122

Appendix C

Agency staff engaged at 30th June 2016

Department	Agency	Consultant	Interim	Total
Adult Social Care, Health and Public Protection				
Mid Nottinghamshire	5.7	0.0	0.0	5.7
North Nottinghamshire & Direct Services	44.3	0.0	0.0	44.3
Public Health	0.8	0.0	0.0	0.8
South Notts & Public Protection	17.0	0.0	0.0	17.0
Strategic Commisioning, Access and Safeguarding	21.0	0.0	0.0	21.0
Transformation Programme	0.0	0.0	0.0	0.0
Total	88.7	0.0	0.0	88.7
Child Families & Cultural Services				
Children's Social Care	79.3	0	0	79.3
Education Standards & Inclusion	0	0	1	1
Youth Families & Culture	1	0	0	1
Total	80.3	0	1	81.3
Place				
Highways	2	0	20.27	22.27
Environment, Transport, Property	20.4	1	2	23.4
County Supplies	4	0	0	4
Total	26.4	1	22.27	49.67
Resources				
Communications and Marketing	2	0	0	2
Legal, Democratic and Complaints	8	1	0	9
Finance, Procurement and Improvement	2	6	0	8
Customers and Human Resources (inc Business Support)	21.31	0	0.4	21.71
ICT	18	0	0	18
Total	51.31	7	0.4	58.71
Total for all Departments	246.7	8.0	23.7	278.4

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****EMPLOYEE HEALTH AND WELLBEING AND SICKNESS ABSENCE
PERFORMANCE UPDATE AS AT 1st JULY 2016****Purpose of the Report**

1. This report sets out updated information in relation to levels of sickness absence across the Nottinghamshire County Council workforce and highlights the current actions being taken to further improve the health and wellbeing of its direct employees.

Background

2. Sickness absence performance data and reasons reporting is drawn down from the information input by line managers into the corporate Business Management System (BMS), its analysis is reported to Members at regular quarterly intervals.
3. The current organisational structure and headcount reduced overall from 8,093 at the end of June to **7,545 at 1st July 2016**. To enable the establishment of a new benchmark relevant to this the data in this report takes into account the transfer out of previous NCC employees to Inspire on 1st April 2016 and to Via and Arc from 1st July 2016, as set out in the Workforce Planning report to this Committee.
4. This report therefore covers the period from **1st April 2016 up to and including 1st July 2016**.
5. **Appendix A** to this report sets out current performance and comparison between departments and service divisions, **Appendix B** illustrates the reasons for absence across the Council as at 1st July 2016 and **Appendix C** sets out the relative distribution of short and long term absence.
6. Sickness absence performance information informs the development of the Council's Employee Health and Wellbeing Action Plan which identifies a series of actions to effectively address the actual and potential impact of ongoing and significant organisational change on employee wellbeing and minimise its impact on levels of attendance.
7. Regular updates are provided to Members on the development and implementation of the plan, setting out the current status of ongoing and completed actions. A

further update reflecting the situation as at September 2016 is attached as
Appendix D.

Overall Performance and Trends

8. Following systems review amendments have been made to the basis of BMS reporting. As a result it has been established that, as at 1st July 2016, the actual average overall reported sickness levels stood at **8.21 days** on average per fte per annum. This establishes a new baseline for comparative trend analysis and performance improvement moving forward.
9. Whilst this adjusted figure exceeds the Council's current in year target of **7.00 days** by 1st April 2017, the Council's performance remains better than that of its benchmark comparators: the local government (LGA) average for County Council's is **9.00 days (8.50 days** for all local authorities) and the CIPFA benchmark average for County Councils is **8.40 days**. Regionally the average number of fte days lost to sickness across all East Midlands Council's is currently **9.30 days**.
10. In addition to continuing to perform well against the national and regional benchmark averages for the sector, the overall trend remains one of continuous year on year improvement over recent years from a high of **10.15 days** as at 30th June 2010.

Interventions for Improvement

11. The data set out in the appendices to this report, indicates that, with the exception of schools, all NCC departments are currently performing below target. This data is being used to identify service areas where improvement is most required and/or there are specific reasons for high levels of absence and prioritise these for intervention.
12. As part of their overall work with service managers to address people management issues, using a targeted "surgery" model developed with Children's Social Care, HR Business Partners will use absence data to provide advice and support to managers.
13. This is designed to enable managers to focus on improved workplace wellbeing, including maximising the use of new, more flexible ways of working, to reduce and prevent absence and, where absence occurs, to tackle individual absence issues and identified service "hotspots" and "spikes".
14. A further example of targeted HR intervention is the current drive to contact line managers of employees with long term sickness absence (20 days or more in duration) to establish what management action is being taken and, where appropriate, follow this up with information to support a referral to the Occupational Health service. As necessary, where no response is received, the case will be escalated to a more senior departmental manager.
15. **Chart 2 in Appendix A** illustrates that absence levels remain most significantly higher than the corporate average for the ASCHPP department overall, standing at **12.79 days** as at 1st July 2016. This will be brought to the attention of the de-

partmental leadership team with a view to engaging their departmental managers to work with their Senior HR Business Partner to identify appropriate responses to reduce absence levels in those services, including Direct Services and Mental Health teams, where this is most pronounced.

16. The data in this report illustrates that there will inevitably be higher absence levels in the Council's remaining Direct Services both within the Place department, including Catering and Cleaning, and in some areas of ASCHPP social care for older adults such as START teams and hospital based staff, arising from the duty to maintain hygiene standards and protect service users and customers from the risk of infection. These factors need to be taken into account when prioritising interventions.
17. A range of learning materials on preventing and managing sickness absence continues to be available to all managers as part of a suite of eLearning undertaking this with regular refresher activity is a core requirement of their Employee Development and Performance Review. In the 12 months 1st July 2015 to 30th June 2016 a total of **105** NCC managers completed this package.
18. Follow up class room based learning on the practical application of all people policies and procedures, including absence management, is available on completion of eLearning modules. HR Business Partners access information about which managers have completed this learning as part of their interventions in service areas.
19. In addition there are specific learning packages to enable managers to respond to supporting their staff to remain in work including managing employees with Mental Health issues and for managers and staff to build their personal resilience to work related pressures.
20. Interventions to prevent and reduce absence must be balanced against the need to avoid "presenteeism", or working whilst sick, which can lead to loss of productivity, poor health, exhaustion and workplace epidemics.
21. The aim of any formal procedural intervention under the Council's attendance management policy (other than in cases where the severity of the illness meets the criteria for ill health retirement), is to enable the employee to return to work, perform well and sustain acceptable levels of attendance moving forward. There will however be occasions when this fails and formal sanctions have to be put in place. Employees have a right to appeal to Members against decisions to terminate their employment on these grounds.
22. The number and spread of appeals to Members on these grounds over the period since **April 2013** were as follows:

Appeals to Members against dismissal on the grounds of sickness absence (April 2013 – Sept 2016)			
Department (pre and post 1.9.2015 organisational structure)	Number of Appeals	Appeal Dismissed	Appeal Upheld
CYP/CFCS	7	6	1
ASC/ASCHPP	6	6	
Communities/ Place	2	2	

Environment and Resources/ Resources	6	6	
Unrecorded	1	1	
Total	22	21	1

Reasons for Absence:

23. The 14 categories historically adopted by the Council for managers to attribute a reason for each occurrence of employee sickness absence when recording the absence on the BMS System, reflect those used by the Local Government Association (LGA). This allows for direct comparison with other local authorities and national performance benchmarking.
24. Despite the regular reissue of management guidance, there remains a need to reduce the percentage of managers recording attributable absence against the "Other" reason reporting category and encourage them to attribute all absence to one of the specific reasons wherever possible using this category on an exception basis. A further reminder will be issued to managers during September.
25. The Council's commitment to supporting employees diagnosed with terminal illness was expressed on 17th August 2016 in its signature of the Trade Union Congress's (TUC), "Dying to Work" Charter. To underpin this commitment, from 1st October 2016, an additional reporting category will be added to the BMS system to enable managers to separately record absence relating to diagnosed terminal illness. This will be reflected in reporting arrangements from quarter 3 onward.

• Stress:

26. In recent years the most common overall cause of all absence across the local government sector has been reported as attributable to stress, depression, anxiety, mental health and fatigue. The most recently available LGA data indicates that this currently comprises of **22.20%** of all absence across the sector.
27. Stress also remains the most prevalent cause of sickness absence in the County Council. Reported absence attributed to stress and related conditions has decreased from the previous quarter and currently stands at **18.81%** of all reported absence as indicated in **Appendix B** compared with **18.86%** at the previous quarter.
28. The need to build individual and organisation resilience to prevent, proactively respond to change and manage stress, including effective workload management, with a particular focus on mental health awareness, is reflected in the Council's current Employee Health and Wellbeing Action Plan which is contained in **Appendix D**.
29. This action plan includes providing corporate HR and Workforce Planning support to departments to deliver their action plans arising from both the Children's Workforce and Adult Social Care Health Check reports for 2015/16 which identify workload management and workforce health, wellbeing and support as key areas for focus.

30. Levels of reported stress remain highest in ASCH (**24.93%**) and CFCS (**23.40%**). This reflects the particular pressures of the front line social care operating environment.

- **Other reasons:**

31. The next most prevalent reason for absence across the Council continues to be surgical operations and post-operative recovery which, whilst unavoidable, can usually be planned to minimise the impact on service continuity. As at the 1st July 2016 this stood at **17.97%**, a decrease from **18.30%** at the previous reporting period.

32. Across the local government sector absence caused by muscular-skeletal problems is currently reported as **15.70%**. The NCC percentage currently stands at **11.70%** a decrease from **12.05%** at the previous quarter. This is likely to decline further in future reporting periods following the transfer out of direct NCC employees undertaking physically demanding front line Highway's roles to Via.

Long term absence

33. Managers are supported through HR and Occupational Health input to make early interventions and ensure that reasonable adjustments are in place to enable those employees whose illness is "long term", that is where continuous absence exceeds 4 weeks as indicated in **Appendix C**, to return to work at the earliest reasonable opportunity.

34. Managers are also encouraged to use the toolkit of measures available to them under existing policy, including trigger levels and return to work interviews, to respond to short term, repetitive or regular absence and patterns of absence.

Employee Health and Wellbeing Action Plan

35. Supporting the Council to be a Healthy Organisation is a key theme of its current Workforce Strategy, the Employee Health and Wellbeing Action Plan sets out the actions and measures identified to achieve this.

36. Corporate responses to further improve the health and wellbeing of the Council's workforce continue to be applied and new initiatives identified on an ongoing basis, these are set out in the current Employee Health and Wellbeing Action Plan contained in **Appendix D** to this report.

37. Building on the Council's success as the first public sector employer in Nottinghamshire to be accredited against the Gold level standard of the Wellbeing at Work award, it was confirmed in August 2016 that Nottinghamshire County Council is the first Local Authority employer to achieve accreditation against the new Platinum level standard which is the highest level of award under the current scheme. This demonstrates the quality and breadth of the Council's support for the improvement of the health and wellbeing of its workforce.

38. The current action plan sets out both ongoing work and as at September 2016, new areas of focus which include the development of management guidance, jointly under development with the trade unions, on:

- Supporting employees with Dyslexia to perform well at work
- Offering practical support to employees diagnosed with terminal illness (reflected in the Council's commitment to the TUC "Dying to Work" Charter).

Other Options Considered

39. The Council's approach to employee health and wellbeing is the subject of ongoing discussions with trade union colleagues which now take place through task focussed time limited joint working groups as sub groups of the Central Joint Consultation and Negotiating Panel.

Reasons for Recommendations

40. The recommendations in this report will enable Elected Members to review the current levels of performance set out in this report and the actions that are in place to improve the level of performance in order to meet the Council's identified target. Regular update reports will continue to be submitted on a quarterly basis.

Statutory and Policy Implications

41. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Human Resources Implications

42. These are set out in the body of this report. The trades unions continue to be engaged in joint working to further develop employee health and wellbeing initiatives, as set out in **Appendix D**.

Equalities Implications

43. The Council's Attendance Management policy and procedure applies equally to all directly employed staff. There is a separate policy which is applicable to all maintained schools and is recommended to all schools with different governance arrangements. These procedures contain guidance which ensures that appropriate management of the sickness absence of employees with a disability complies with the requirements of the Equality Act 2010.

RECOMMENDATIONS

It is recommended that Personnel Committee:

1. Note the current level of performance in respect of sickness absence levels and review the current target.
2. Note the current actions being taken by HR Business Partners to work with departmental managers to reduce absence and improve the health and wellbeing of their workforce.
3. Note the achievement of the Platinum Level Wellbeing at Work Award.

Marjorie Toward

Service Director – Customers and Human Resources

For any enquiries about this report please contact:

Claire Gollin, Group Manager HR, on 0115 9773837 or claire.gollin@nottsccl.gov.uk

Constitutional Comments (KK 08/09/16)

44. The proposals in this report are within the remit of the Personnel Committee.

Financial Comments (SES 07/09/16)

45. There are no specific financial implications arising directly from the report.

Human Resources Comments (CLG 19/08/16)

46. The human resources implications are implicit in the body of the report. The trade unions have asked that we highlight the continuing support the Authority provides for employees and managers and benefits that staff receive and are keen to see this continue.

Background Papers

Trades Union Side comments

Electoral Division(s) and Member(s) Affected

All

Appendix A

**Chart 1. Average number of days sick per employee for the authority by department
2016/2017 onwards (12 month rolling period)**

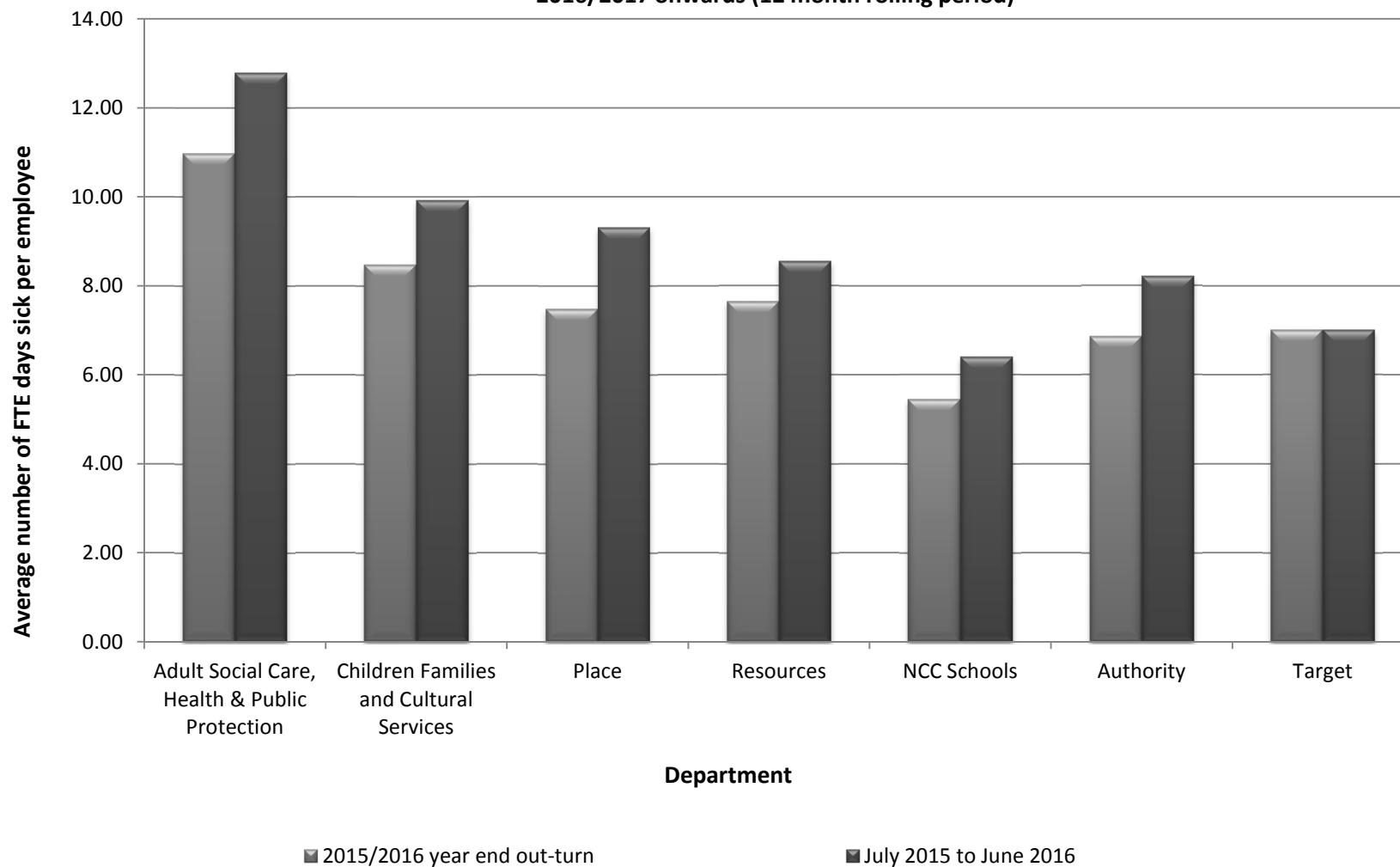


Chart 2 ASCH & Public Protection July 2015 to June 2016

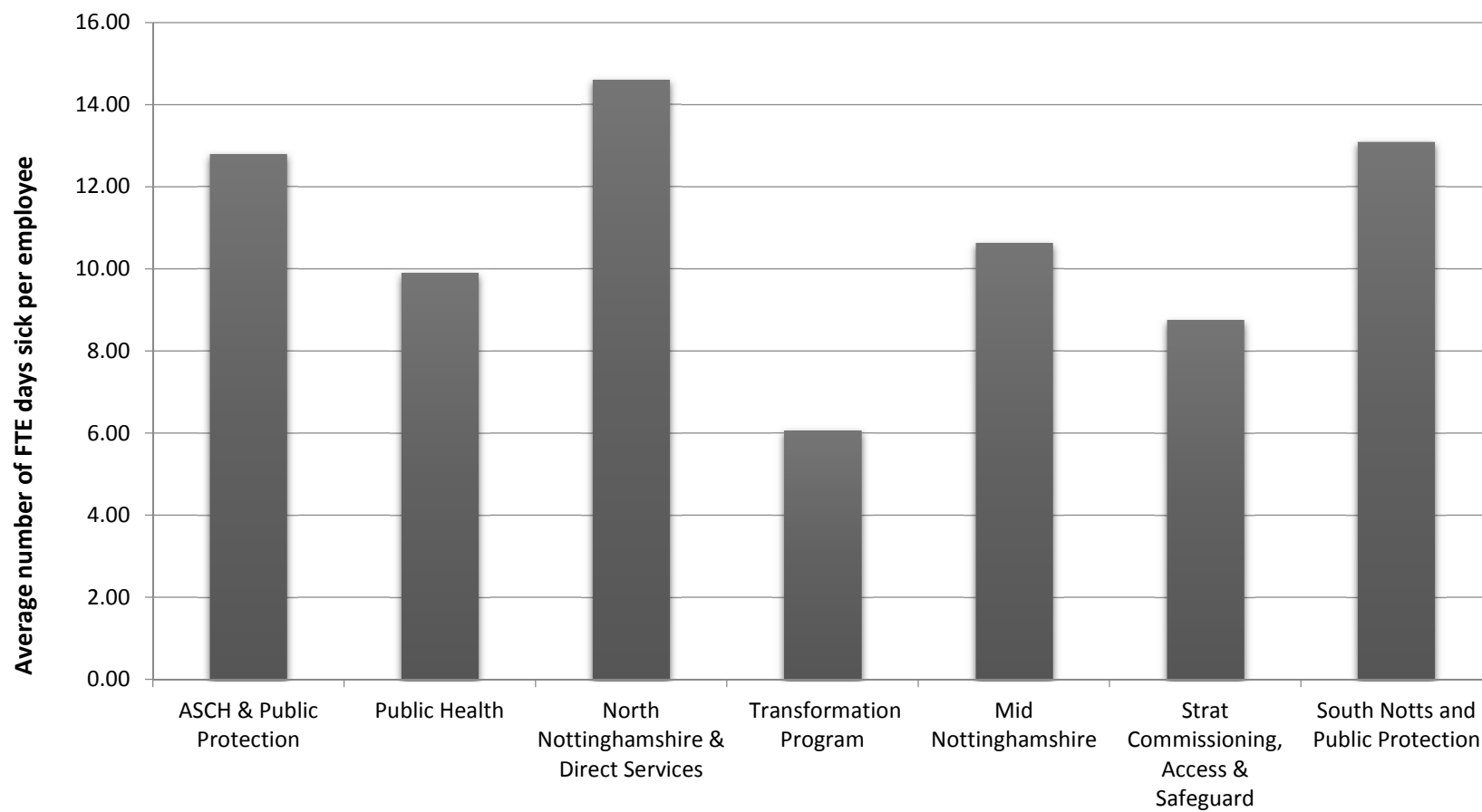


Chart 3 Children, Families and Cultural Services July 2015 to June 2016

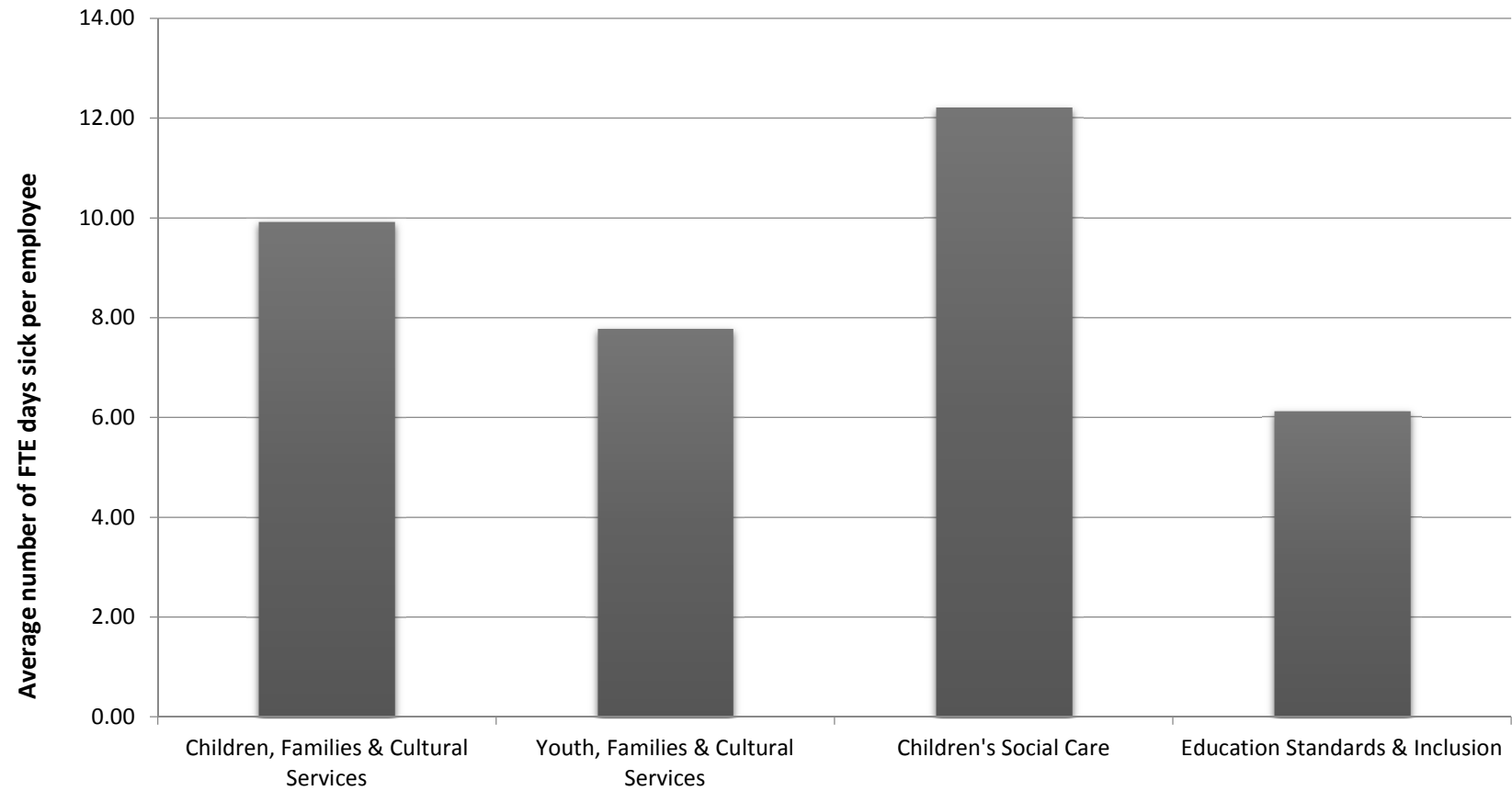


Chart 4 Place July 2015 to June 2016

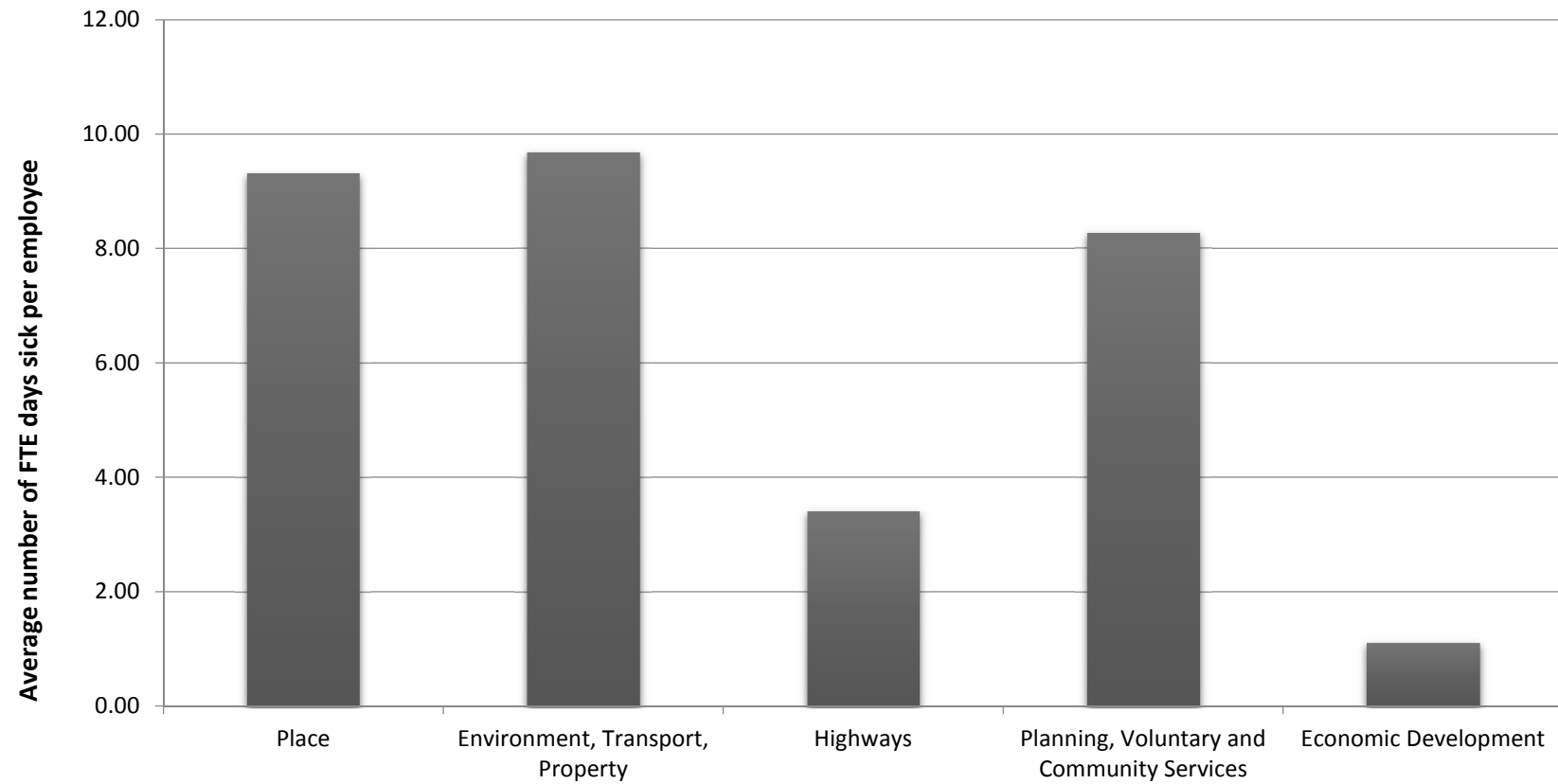


Chart 5 Resources July 2015 to June 2016

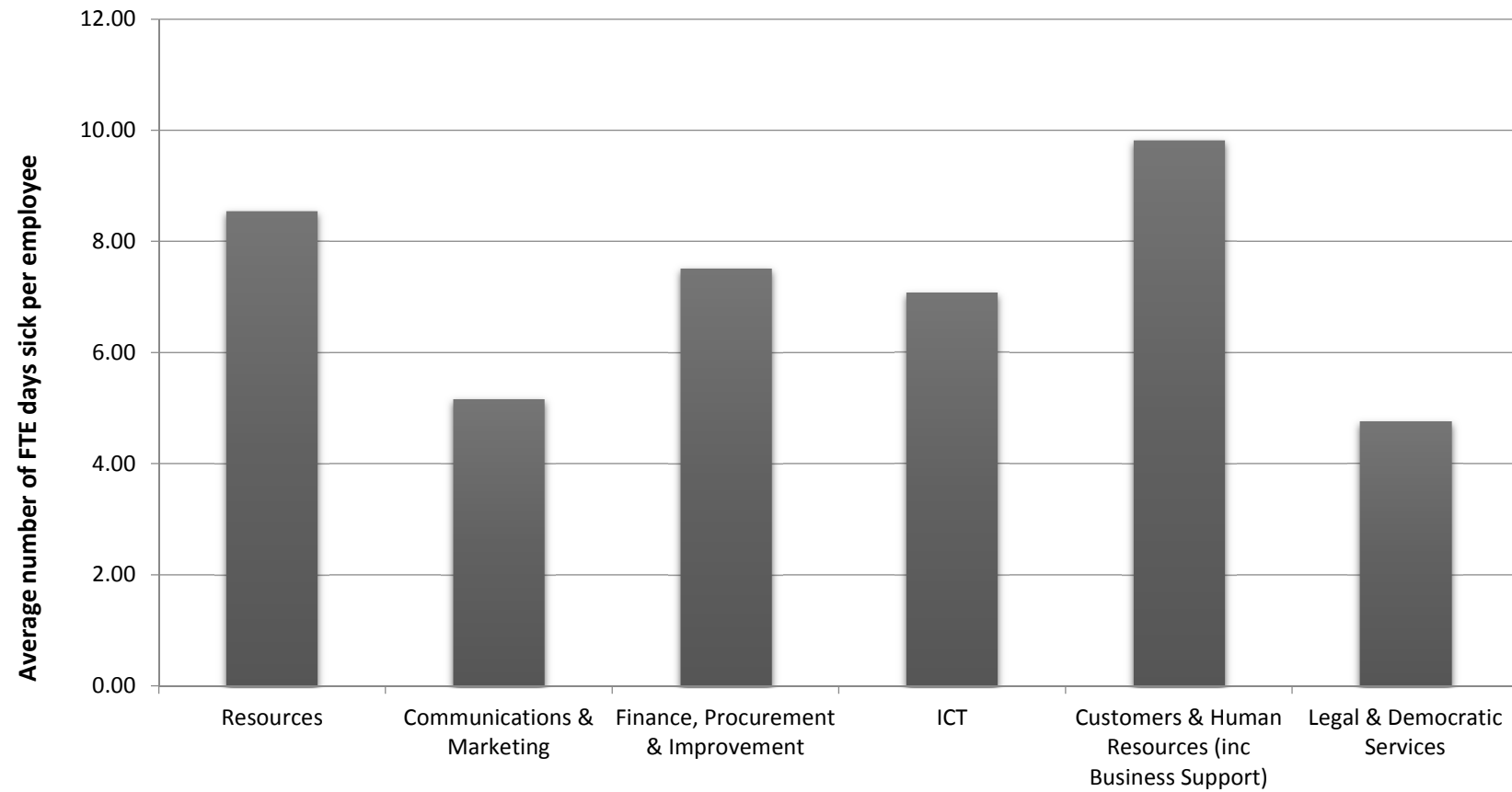


Table 1. Sickness Levels over rolling 12 month basis by Department

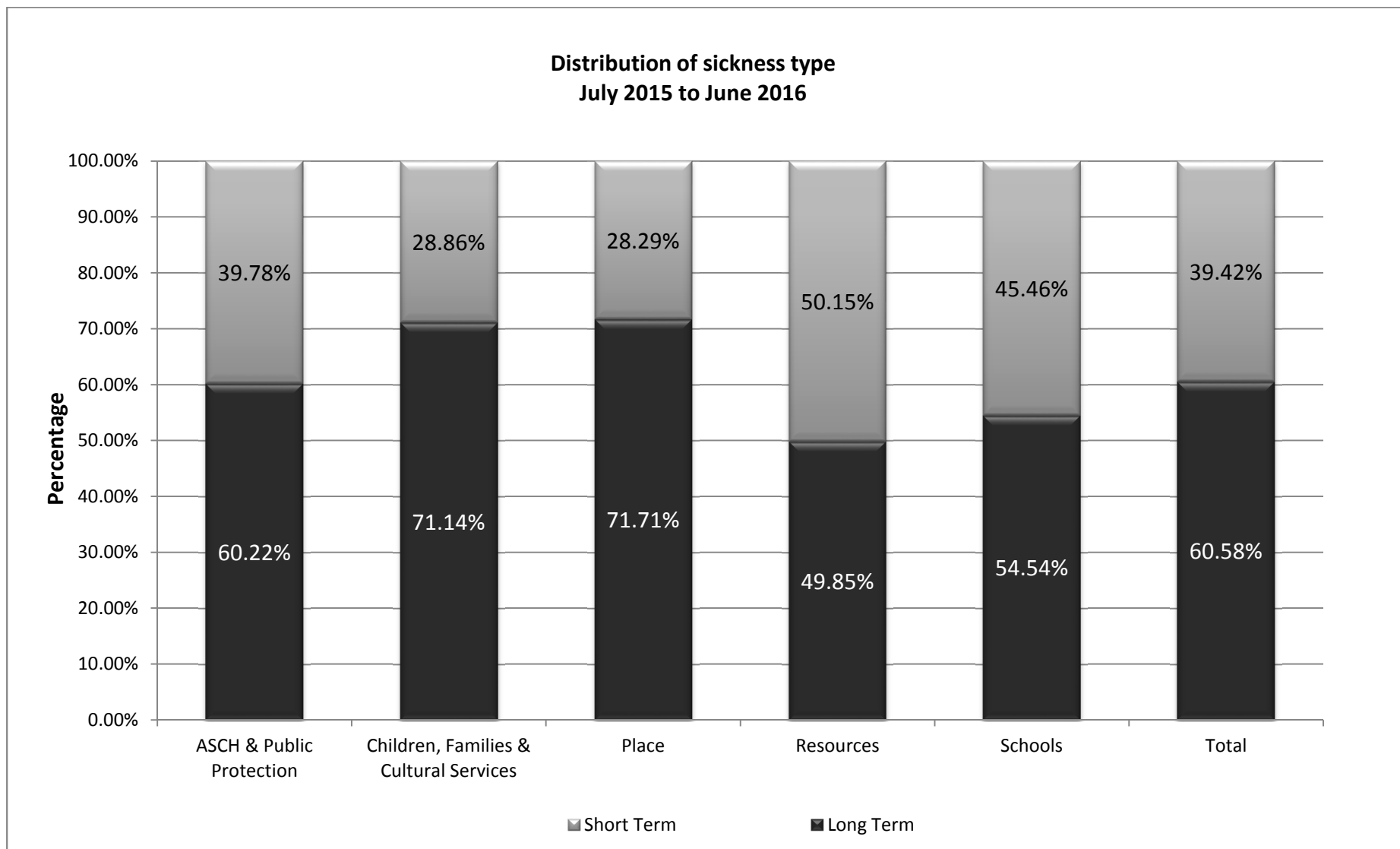
(Reflects new NCC structure from September 2015)

	2015/2016 year end out-turn	July 2015 to June 2016
Adult Social Care, Health & Public Protection	10.97	12.79
Children, Families and Cultural Services	8.48	9.92
Place	7.48	9.31
Resources	7.64	8.55
NCC Schools	5.45	6.40
Authority	6.86	8.21
Target	7.00	7.00

Appendix B: Reasons for Absence

	Back Problems	Cold/Flu/ Sore Throat	Headache/ Migraine	Heart/ Circulation	Infection	Muscular/ Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/ Digestion	Stress/ Depression	Not assigned
ASCH & Public Protection	6.00%	8.95%	1.53%	0.77%	3.61%	9.21%	14.37%	17.30%	0.67%	3.02%	0.56%	6.00%	24.93%	3.08%
Children, Families & Cultural Services	3.74%	10.06%	1.92%	1.37%	1.84%	11.95%	13.98%	19.03%	1.17%	3.14%	0.59%	5.94%	23.40%	1.88%
Place	7.51%	4.14%	1.28%	2.71%	2.78%	19.79%	20.01%	13.59%	0.63%	3.03%	0.31%	6.31%	16.81%	1.09%
Resources	4.28%	13.28%	2.34%	0.66%	4.86%	10.75%	15.55%	13.02%	1.23%	3.59%	0.13%	8.29%	20.90%	1.11%
Schools	4.30%	10.38%	1.84%	1.17%	4.36%	9.06%	19.97%	16.54%	2.61%	3.31%	0.29%	10.23%	15.72%	0.21%
Totals	5.14%	9.10%	1.73%	1.39%	3.65%	11.70%	17.97%	16.12%	1.61%	3.21%	0.36%	8.07%	18.81%	1.13%

Appendix C: Long and Short Term Sickness



Appendix D - Corporate Employee Health & Wellbeing Action Plan 2016-2018

Overall responsibility: Claire Gollin, Group Manager HR

Section 1 - Actions in progress as at September 2016:

Continue to promote effective workload management and prioritisation:			
Action	Who	Timescale	Progress Update
<p>Reduce stress and tackle presenteeism:</p> <p>Identification of wellbeing initiatives and learning interventions arising as part of the 2015/16 Health Check initiatives in CFCS and ASCHPP departments, and implementing associated actions</p>	<p>Bev Cordon / Sue Jeffery Senior Business Partner HR</p> <p>Helen Richardson Senior Business Partner WPOD</p> <p>Departmental Workforce Development lead officers</p> <p>Trade Unions</p>	Ongoing	<p>HR/WPOD Business Partners continue to provide targeted HR support working with departmental workforce leads to deliver actions to deliver the learning and wellbeing priorities identified.</p> <p>Examples:</p> <ul style="list-style-type: none"> • HR surgeries in absence “hotspot” areas • Providing a good induction at corporate and departmental level • Improving the quality and effectiveness of EPDR / supervision • Highlighting the range of workforce development support available at corporate and departmental level • Design and commissioning of targeted Team Manager training e.g. “New Ways to Better Outcomes For All”



<p>Facilitate Flexible Working:</p> <p>Improve the mobilisation of the NCC workforce, including the further roll out of mobile devices to improve flexible working and work/life balance</p>	<p>Smarter Working programme team</p> <p>ICT</p>	<p>Ongoing</p>	<p>Following front line project, wider rollout of tablet devices/ laptops across NCC to facilitate mobile / home working.</p> <p>Next phase of Smarter Working programme will introduce further ICT solutions to facilitate flexible working.</p>
<p>Provide Stress Audit tool for managers:</p> <p>Continue to promote the Well-Worker stress audit tool and associated action planning process to identify and address any stress issues</p>	<p>Bev Cordon Senior Business Partner HR</p> <p>Occupational Health and Wellbeing team</p>	<p>Ongoing</p>	<p>Follow up promotion Autumn 2016</p>
<p>Develop and embed a Coaching Culture:</p> <p>Enable all NCC managers to appropriately support employees on an individual basis to realise their full potential and identify creative solutions to moving forward and maximise their skills, knowledge and performance</p>	<p>Helen Richardson – Senior Business Partner WPOD</p> <p>WPOD team</p>	<p>July 2015-ongoing</p> <p>February 2016 – ongoing</p>	<p>“Manager as Coach” development programme launched for all Team Managers and above as part of Leadership Development Programme - 137 senior managers completed to date, 23 more booked on from September onward.</p> <p>In-house coaching network of trained and qualified in house coaches launched (20 trained to date).</p> <p>Linked to EPDR process, 11 referrals for Coaching to date, ongoing monitoring and evaluation. Relaunch Sept 2016</p>

		Autumn 2016	Extend Manager as Coach programme to line managers and aspirant managers as part of new Management Development Programme.
Continue to raise awareness of mental ill health and related issues in the workplace			
Action	Who	Timescale	Progress Update
Employee engagement and awareness: Building on managers guidance, develop guidance for all employees to raise awareness of how to support colleagues experiencing mental ill health at work	Bev Cordon / Helen Richardson Senior Business Partners HR / WPOD Trade Unions Public Health	Publication during autumn 2016	In progress
Workplace Health Champions: Maintain the pool of trained Workplace Health Champions across NCC (accredited to Royal Society for Public Health Level 2 qualification)	Bev Cordon Senior Business Partner HR HR Business Partners	Ongoing	Regular publicity on intranet inviting expressions of interest in becoming a WPC – next promotion / recruitment Sept 2016 17 WPC in total currently in place.



Ongoing promotion of better workplace health / awareness raising:

Action	Who	Timescale	Progress Update
<p>Access to healthcare provision:</p> <p>Further promotion of Westfield Healthcare Scheme (a staff health cash plan at a 17% discounted rate for NCC employees, covers optical and dental needs and any new medical conditions with cash back for everyday healthcare costs including physiotherapy, chiropody and homeopathy).</p>	<p>Bev Cordon Senior Business Partner HR</p> <p>HR Business Partners</p>	Ongoing	<p>Further publicity as part of Learning at Work event May 2016</p> <p>To be further refreshed by end of 2016</p>
<p>Employee information, guidance, awareness raising:</p> <p>Update and maintain the employee wellbeing intranet site, inform front line employees and use Team Talk to highlight a range of specific national health campaigns and related wellbeing information to promote healthier lifestyles and preventative measures to employees</p>	<p>Bev Cordon Senior Business Partner HR</p> <p>HR Business Partners</p> <p>Occupational Health and Wellbeing team</p> <p>Public Health</p>	Ongoing	<p>Examples of initiatives delivered since April 2016 include:</p> <ul style="list-style-type: none"> • 1-31 May National Walking month • w/c 9th May – Dying Matters Week • 2-8 May Deaf Awareness Week • 15-21 May Dementia Awareness Week • 16-22 May Mental Health Awareness Week • 12-18 June Diabetes Week • 1-30 September Blood Cancer Awareness month • 12-18 September Know Your Numbers week • 21-27 September National Eye Health Week • September - Sickle Cell awareness month <p>Planned for later in 2016-17:</p> <ul style="list-style-type: none"> • w/c 1st Oct – Dyslexia Awareness week



			<ul style="list-style-type: none"> • 7-11 October Back Awareness Week • 10 October World Mental Health Day • 5 November National Stress Awareness Day • 14-20 November Alcohol Awareness Week.
<p>Support for employees to make healthy lifestyle choices:</p> <p>Research and deliver targeted wellbeing initiatives through a mixed economy of internal practitioners and external providers and seek funding streams where applicable</p>	<p>Bev Cordon Senior Business Partner HR</p> <p>Occupational Health and Wellbeing team (OH Nurse Advisors)</p>	Autumn 2016	<p>2 NCC Health and Safety Awareness and Wellbeing Events (north and South county locations):</p> <ul style="list-style-type: none"> • County Hall 20th October 2016 • Meadow House 10th November 2016
<p>Guidance and learning materials for managers on supporting employees with specific health issues:</p> <p>Initial focus on:</p> <ul style="list-style-type: none"> • Terminal illness / end of life • Dyslexia 	<p>Bev Cordon Senior Business Partner HR</p> <p>Trade unions</p>	<p>Ongoing</p> <p>Launch both by end 2016</p>	<p>Joint work with trade unions through task finish group on supporting employees diagnosed with terminal illness in progress since May 2016.</p> <p>NCC signed up to TUC “Dying to Work” Charter August 2016.</p> <p>Joint work with trade unions through task finish group on supporting employees assessed as having Dyslexia in progress since July 2016.</p>
<p>Protection from infection and reduction of associated risk and absence:</p>	<p>Bev Cordon Senior Business Partner HR</p>	<p>Sept 2016 – February 2017</p>	<p>Approach under review for winter 2016/17 campaign – reduced budget allocated from Public Health</p>



Promotion of seasonal Flu vaccination winter 2016/17 targeted at NCC employees directly delivering front line services to vulnerable service users	Public Health Occupational Health and Wellbeing team (admin)		
Support for employees to make healthy lifestyle choices: Research and deliver targeted wellbeing initiatives through a mixed economy of internal practitioners and external providers and seek funding streams where applicable	Bev Cordon Senior Business Partner HR Occupational Health and Wellbeing team	17 th May 2016 Ongoing	Most recently promoted as part of annual Learning at Work event

Section 2- Achieved since April 2016:

Accreditation of achievement through attainment of the Wellbeing at Work Platinum level award			
Action	Who	Timescale	Outcome
Accreditation and benchmarking: Achievement of Wellbeing at Work Platinum level award (NCC already accredited to Gold level). This is the highest level of achievement available	Bev Cordon Senior Business Partner HR HR Business Partners Public Health steering group	Portfolio submitted to deadline June 2016	Confirmation that Platinum level award achieved received August 2016



Support NCC managers and individual employees to maintain good mental health through change

Action	Who	Timescale	Outcome
<p>Guidance and learning materials for managers:</p> <p>Develop information and learning materials on how to appropriately manage and support individuals with existing diagnosed mental health conditions and those experiencing poor mental health</p>	<p>Bev Cordon / Helen Richardson Senior Business Partners HR / WPOD</p> <p>Trade Unions</p>	<p>Developed during 2015</p> <p>Launched on MRC January 2016</p> <p>Ongoing</p>	<p>“Managers Guide to Mental Wellbeing” developed jointly in conjunction with the trade unions</p> <p>54 eLearning completions to date</p> <p>Monitor ongoing uptake and re-launch as necessary.</p>
<p>Building Individual Resilience:</p> <p>Develop eLearning resources to enable all NCC employees to take responsibility for their own psychological wellbeing and develop robust attitudes and resilience towards challenging events</p>	<p>Helen Richardson – Senior Business Partner Workforce Planning and Organisational Development (WPOD)</p>	<p>Launched February 2015</p> <p>Ongoing</p>	<p>eLearning materials “Personal Resilience”</p> <p>185 eLearning completions to date</p> <p>Monitoring of uptake and review as necessary</p>

Promote effective workload management, prioritisation and monitoring

Action	Who	Timescale	Outcome
Improve Employee Health and Wellbeing inc achievement of healthy Work-life balance: Use feedback inc from Employee Survey about work-life balance and wellbeing to inform the key themes of the Council's new Workforce Strategy	Marjorie Toward Service Director Customers and HR Claire Gollin Group Manager HR	Completed and ready for launch autumn 2016	Incorporated into "Healthy Organisation" Theme of new Workforce Strategy 2016-18. Launch programme c. autumn 2016.
Proactive managerial intervention to identify, prevent and reduce stress: Update competency based Employee Performance and Development Review process to include specific reference to having individual conversation about workloads and any impact on health and wellbeing	Helen Richardson – Senior Business Partner WPOD WPOD team	Launched April 2016 Ongoing	Revised document in use for annual EPDR cycle 2016/17 along with updated competency framework. Use feedback from managers to identify any gaps in corporate learning provision.

Promotion of better workplace health:

Action	Who	Timescale	Outcome
Creating a Smoke Free Workplace: Support Public Health on workforce implications of NCC Tobacco Declaration Plan and fulfil duty of care in respect of creation of a Smoke Free working environment of all employees	Dr John Tomlinson Public Health (lead officer) Bev Cordon Senior Business Partner HR	May 2016 May 2017	Local Government Tobacco Declaration signed by NCC and all other relevant parties and Nottinghamshire County/City declaration endorsed New Smoke Free policy and guidance agreed and launched.

	Trade Unions Health and Wellbeing Board (Cllr Joyce Bosnjak)		12 month review of effectiveness/impact of new policy in practice.
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Document Owner: Claire Gollin, Group Manager HR September 2016.

REPORT OF SERVICE DIRECTOR, ENVIRONMENT, TRANSPORT & PROPERTY**OPERATIONAL REPORT - SCHOOLS AND ACADEMIES, CATERING AND FACILITIES MANAGEMENT SERVICES****Purpose of the Report**

1. This report provides the period 4 monthly performance reports for the Schools and Academies Catering and Facilities Management Services ending 31st July 2016.

Information and Advice

2. The Place Department provides a range of Catering & Facilities Management services sold to schools and other customers across the County largely on a bought-back basis, together with employee dining.

Performance Reports**School Catering**

3. The Schools Catering Service served an average 42,605 meals per day over the 4 month period, a decrease of 0.9% on the same period for 2015/16 in total meal numbers, in most part, due to a teachers' strike day in July and the loss of 6 Primary schools over the last year.
4. Overall cumulative uptake for the period is now 58.5% in primaries and 48.3% in the academies/secondary schools sector. This compares to 59.6% and 45.2% in the previous year respectively. Historically the summer term is the quietest period of the year in terms of school meals uptake..
5. Take-up of Universal Infant Free School Meals (UIFSM) for April – June 2016 is currently 75.8% compared to 76.2% in the previous year. It should be noted that figures for Nottinghamshire are based on the assumption that every entitled pupil attends school every day; which in reality is very rarely the case.
6. Other pupil premium free school meals are recorded at a 75.0% take-up.
7. Catering continues to operate at Bilsthorpe Depot after the Highways transition took place. The new contract is on a cost plus basis.

8. Work is nearing completion for the next menu change within schools catering. This launch will focus on rural and health themes. Completed examples of menus are attached at the rear of this report as an appendix. Thus far communications with NCC marketing and print and design colleagues has been seamless. We are expecting similar in the distribution elements of the rollout.
9. The Cypad Kitchen Manager project is now in its major implementation phase – all 260 primary schools were live at the end of the July school closure. This will achieve major efficiencies for the business and streamline our internal communications capacity and increase effectiveness. All catering suppliers are now coming 'on-board', enabling school kitchen teams to order products direct from devices, receive confirmation and take delivery. Additionally, stock control will be carried out via the tablet devices. We are also considering the feasibility of implementing the inspection capability into the building cleaning service area of C&FM. Feedback from frontline catering employees continues to be overwhelmingly positive.
10. Queen Elizabeth Academy has been retained on a 3 year contract which involves the investment of returns in a newly designed second dining area, planned to be operational in September 2016. In addition, the contract at Sutton Academy will cease at the end of the summer term. Becket, Magnus and St Edmund Campion contracts came to an end in July 2016.
11. A number of schools are considering the type of contract they currently have with School Catering and are looking to have individual stand alone contracts rather than the current cross-subsidised contract, especially as schools plan to transfer to academy status.

Overall Performance

Financial

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Revised Annual Budget (£000's)	Forecast Outturns (£000's)
Turnover	6,832	6,793	(39)	0	20,736
Direct Costs	5,756	5,498	258	0	18,180
Indirect costs	669	618	51	0	1,679
Overhead and Support Costs	291	291	0	0	874
Net Surplus - Deficit	116	386	270	0	3

Meal Numbers

Meal Numbers (000's)	Budget to date	Actual	Variance
Primary - Free Meals	293	268	(25)
Primary - Paid Meals	607	615	8
Universal Infant Free Meals	1,092	1,087	(5)
Secondary & SLA	782	786	4
Specials	16	17	1
Total	2,790	2,773	(17)

Facilities Services 2016/17 Buy-Back Update

12. It is a challenging period of time for the service as Schools/Academies and also non-school customers continue to review their budget positions.
13. The Landscape Services business is projected to lose approximately 9% of its turnover this year as customers consider alternatives. However, the most significant cause of turnover reduction with Landscape Services has been the result of existing customers reducing their current work schedules in order to minimise service costs; plus a number of sites who are undergoing development works whereby green space maintenance has been reduced.
14. The Building Cleaning Services is projected to see its turnover reduce by approximately 6% as customers face similar challenges and consider service level reductions to meet their budgetary requirements. This service has continued to see further requests from Schools to supply their Site Management/Caretaking provision and as a result new posts have been created for a number of schools.
15. However, FM Services have been successful in regaining the building cleaning contract for the Minster School. This is in addition to the existing landscaping contract already in place and retained.
16. Facilities Services is, however, undergoing a review of its direct costs in order to position its financial standing, aligned to the turnover reductions.
17. This Service continues to see the development of new business through providing residential house clearances, major cleans and landscapes work to support requirements of Adult/Social Care. This particular area of work continues to both increase and evolve with an agreed Service Level Agreement in place with Adult and Social Care. In 2015/16 this new business opportunity raised in excess of £15k and is likely to increase further in 2016/17.
18. In addition, planned savings in the FM budgets for county offices are on course to be delivered.
19. Work continues with the improvement programmes, in particular Smarter Working, and corporate business support teams to review operating procedures within county offices and in developing a service delivery model across the county office estate that is aligned to the resource hub operating in both County Hall and Trent Bridge House. The most advanced aspects of these projects are at Lawn View House and Sir John Robinson Way. New seating arrangements for C&FM are in place at LVH. Work is also underway to consolidate operational budgets

Overall Financial Performance

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Revised Annual Budget (£000's)	Forecast Outturn (£000's)
Turnover	4,520	4,482	(38)	0	13,386
Direct Costs	3,965	3,997	(32)	0	11,904
Indirect costs	316	347	(31)	0	1,006
Overhead and Support Costs	264	264	0	0	791
Net Surplus - Deficit	(25)	(126)	(101)	0	(315)

County Hall & Trent Bridge House Catering & Facilities Management

20. A number of improvements have taken place at County Hall and Trent Bridge House. Highlights of performance are:

Riverview

- Overall food cost percentage for the year 15/16 was 44.9% against 48.4% for the previous year – a favourable reduction in our cost of sales of 4.5%.
- The first 4 periods of 2016/2017 are on target to achieve year end breakeven status.
- West Bridgford catering is also adding an additional 80 school meals per day to production.
- There was a continued reduction in food costs against the 2014/2015 financial year and this continues in the current financial year.
- Introduction of additional hot items in the County Hall coffee shop venue has resulted in sales of approximately £260 - £300 per day in total. This range of products will be extended in the forthcoming months to reflect both trends and seasonality.

Porthole:

- Regular management/supervision taking place.
- Income is rising. We anticipate this will increase, as services relocate to Trent Bridge House and who were traditionally regular customers at County Hall.
- New internal signage is in place – further signage is to follow.

General:

- Facilities Management – County Hall now have uniforms in keeping with their front of house presence – feedback remains positive. Customer care and intervention training has already taken place.
- It is planned to extend the Cypad programme to the West Bridgford catering and FM operations in addition to its inspection and audit capability proposed for Building Cleaning operations.
- We are also looking at the feasibility of upgrading the current CCTV system in 16/17.
- Options are being appraised to reposition the seating arrangements that currently service both the Committee Rooms and the Registrars facility.
- A full improvement review is also underway in relation to personal emergency evacuation plans for all areas/floors of both County Hall and Trent Bridge House. Call Point training for Fire Marshalls and Wardens has already taken place in both

buildings. This includes coordination after evacuation has taken place. This is being extended to all county offices.

- With tighter controls and additional sales, County Hall & Trent Bridge House catering ended the previous financial year £15K away from a break-even point. Given the ongoing management focus, it would not be unrealistic to expect a breakeven result at the conclusion of the current financial year.

Further works underway within the West Bridgford campus include:

- Emergency Lift evacuation and servicing – ensuring continuity of service.
Additional external call point's system access for communication during an evacuation to be installed at TBH and CH. We are also updating the lift void inspection protocols in partnership with Property colleagues; to ensure adherence to asbestos management and safety procedures. Work continues with Property/Arc to create a procedure for shutting off the vents in the event of a 'white powder' incident. It is proposed to extend this to other buildings in the estate.
- CFM supporting the Breastfeeding Friendly initiative working with Health & Wellbeing.
- Deaf-Alert system being implemented across county buildings – procedures and user guides to be produced.

- **Refurbishment County Hall**

:

Ladies WC's are completed. This incorporates a first aid/nappy changing facility. A multi faith prayer room is accessible via the Ground floor Riverside South corridor. Gents WC's are on course to be completed W/C 12th September or before. Both the ladies & gents incorporate an accessible toilet within the main facility and are to be complete prior to 19th September.

Temporary cycle lock up facility

This is located at the Bridgford North end of the H block. This will be in use for the duration of the Clasp demolition works.

Clasp demolition update

The work is due to commence on the 19th September. Detailed communication with Members/Staff/Public & residents will be in the form of:

Displays for TBH and County Hall reception areas. NCC intranet communications.
A5 information flyer to staff who regularly park at County Hall and TBH.
A5 information flyer on windscreens of employee vehicles.
Information A boards for County Hall and TBH.
Posters for lifts and noticeboards at TBH and County Hall.
Letter to local residents – outlining plans and timescales.
Additional spaces are now available in the Nottingham Forest car park.
We are working in partnership with corporate colleagues to implement a full communications campaign.

Training and Development

21. Training over 2500 employees dispersed over 400 operational units throughout the county remains both a priority and a challenge. The electronic Kitchen Manager project (Cypad) will facilitate our mandatory and additional training requirements across all school kitchens. It also has the ability to encompass our inspection and audit requirements with report capability sent directly and electronically to the customer; together with its instant ordering and communications capability.
22. We continue with a number of ongoing training modules and courses which cover areas such as safeguarding children, food safety, control of substances, FM services, health and safety, asbestos awareness and Prevent. Our core training activity remains on course. An update will be included in the next Personnel Committee report.
23. The services continue to achieve ISO 9001 and OHSAS 18001 accreditations. This is currently receiving particular focus from C&FM into 2016 with full senior management support. We are currently exploring the feasibility of having only one accreditation body across CFM.
24. The Schools Catering Service has retained its Food for Life Partnership – Gold.
25. Asbestos awareness sessions for C&FM are now completed.
26. C&FM managers are now utilising the BSC e-recruitment functionality which is being supported by C&FM business support colleagues.
27. A number of Health & Safety specific audits have taken place across several NCC county offices. Non conformities and observations are currently being addressed by and within C&FM.
28. Performance data for both Schools Catering and Facilities Management are contained at the end of this report

Other Options Considered

29. None – report for noting only.

Reasons for Recommendation

30. The monitoring of performance of the Catering & Facility Management service supports the aspirations of the County Council to secure good quality affordable services.

Statutory and Policy Implications

31. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

32. The financial implications are contained within the body of the report.

RECOMMENDATION

That the Committee notes the contents of this report.

Jas Hundal
Service Director
Environment, Transport & Property

For any enquiries about this report please contact: John Hughes
Group Manager – Catering & Facilities Management or alternatively Shane Grayson

Constitutional Comments

33. This report is for noting only no Constitutional Comments are required

Financial Comments

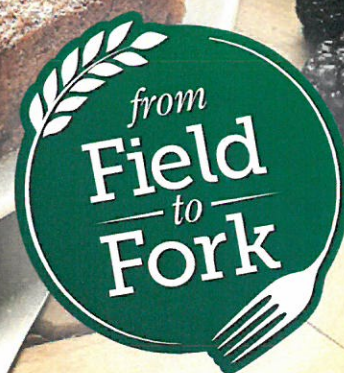
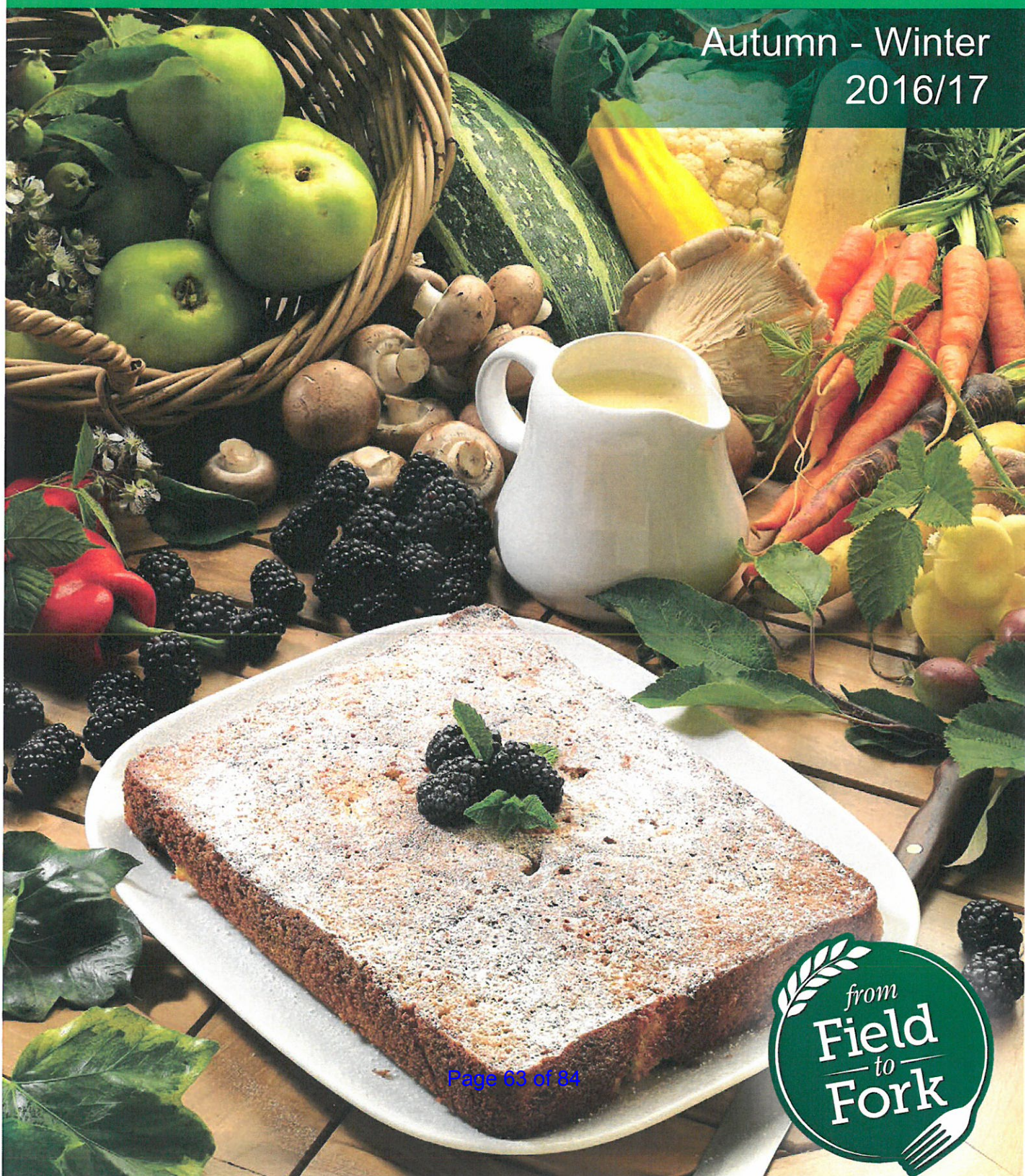
34. The financial implications are set out in the report



Nottinghamshire
County Council

Our school dinners

Autumn - Winter
2016/17





Nottinghamshire
County Council

New

Pie and mash bar

Choice of fresh locally sourced
meat or vegetable pie with your
choice of potato and side

Choice of pies

Steak £2.35

Steak & onion £2.35

Chicken & leek £2.25

Chicken & mushroom £2.25

Creamy vegetable £2.10

All served with gravy

with potato and a side order

Creamy mash

Champ mash

(mashed potatoes with spring onions)

Cheesy mash

Sweet potato fries

Jacket wedges

Mushy peas

Minted mushy peas

Minted peas

Swede and carrot mash



Menu week one

31 October, 21 November, 12 December,
9 January, 30 January, 27 February, 20 March

Monday



Margherita pizza
Potato croquettes
Seasonal vegetables
Honey cake



Tuesday



Turkey & cranberry meatballs in gravy
New potatoes
Seasonal vegetables
Butterscotch tart



Wednesday



Spaghetti bolognese
Garlic dough ball
Mixed salad
Pineapple upside down pudding & custard



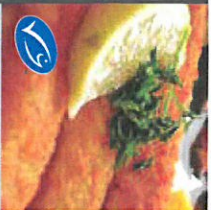
Thursday



Roast pork, stuffing & gravy
Roast potatoes
Mashed potatoes
Seasonal vegetables
Cheese & crackers
Apple wedge



Friday



MSC fish fingers
Jacket wedges
Seasonal vegetables
Magic chocolate pudding & chocolate sauce



Menu week two

7 November, 28 November, 19 December,
16 January, 6 February, 6 March, 27 March



Vegetarian sausage roll & gravy
Potato croquettes
Seasonal vegetables
Chocolate mousse & fruit



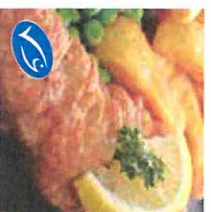
Venison hotpot & gravy
Mashed potatoes
Seasonal vegetables
Apple & blackberry cake & custard



Chicken & lentil curry
Wholegrain rice
Naan bread
Minted salad
Cornflake tart & custard



Roast beef, Yorkshire pudding & gravy
Roast potatoes
Mashed potatoes
Seasonal vegetables
Fruit salad & frozen yoghurt



MSC fish portion
Oven chips
Seasonal vegetables
Icky sticky pudding & custard



Menu week three

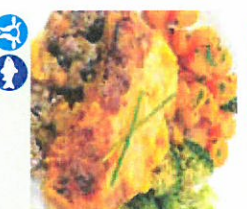
14 November, 5 December, 2 January,
23 January, 20 February, 13 March



Quorn dippers in a tortilla wrap
Jacket wedges
Mixed salad
Coleslaw
Rice pudding & jam



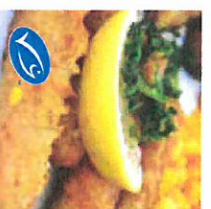
Nottinghamshire sausage in onion gravy
Yorkshire pudding
Mashed potatoes
Seasonal vegetables
Crispy jam tart & custard



Cheesy cottage pie & gravy
Seasonal vegetables
Chocolate & cream cake & hot chocolate sauce



Roast turkey, stuffing & gravy
Roast potatoes
Mashed potatoes
Seasonal vegetables
Fruit flapjack & milkshake



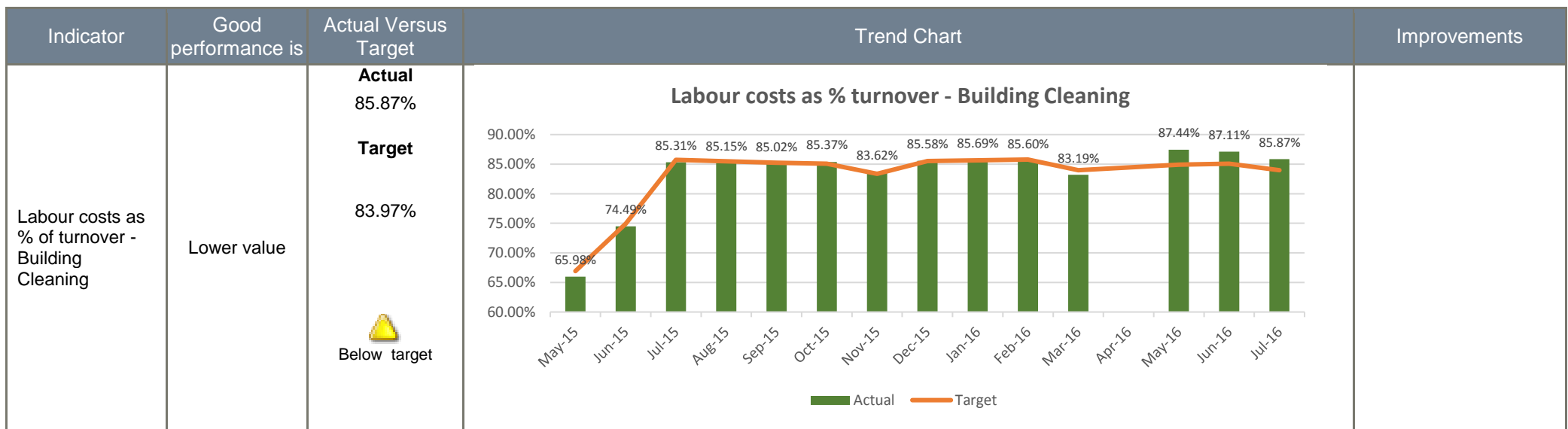
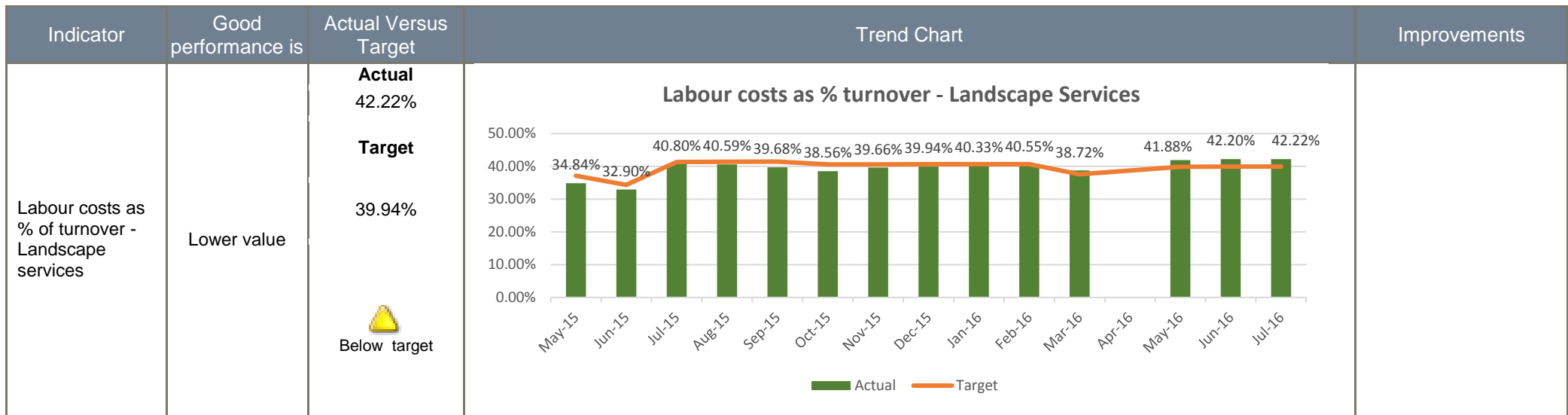
MSC fish goujons
Jacket wedges
Seasonal vegetables
Spiced carrot cake & custard


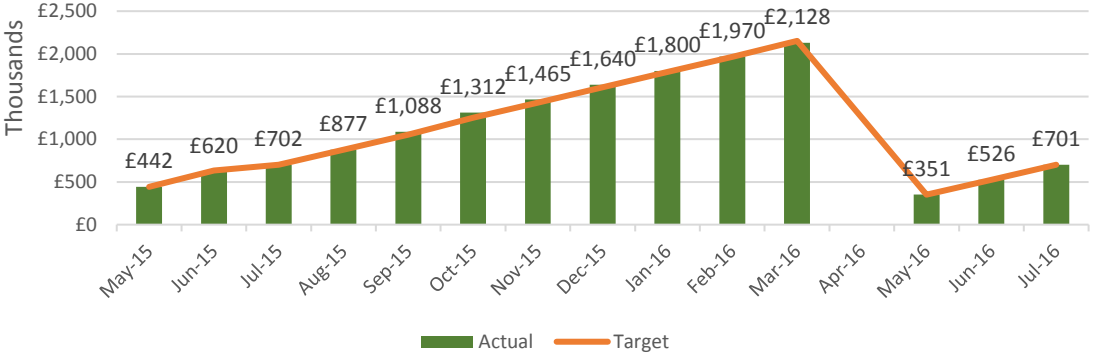



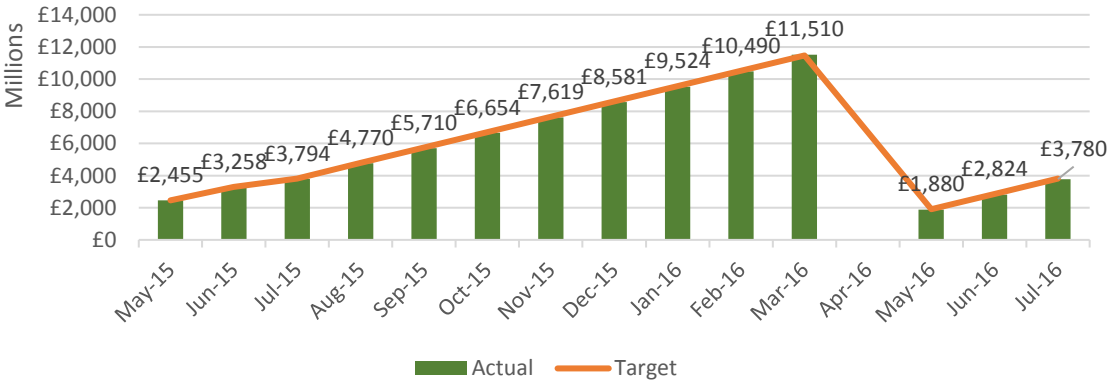
Facilities Management Performance Report Period 4 (2016-17)

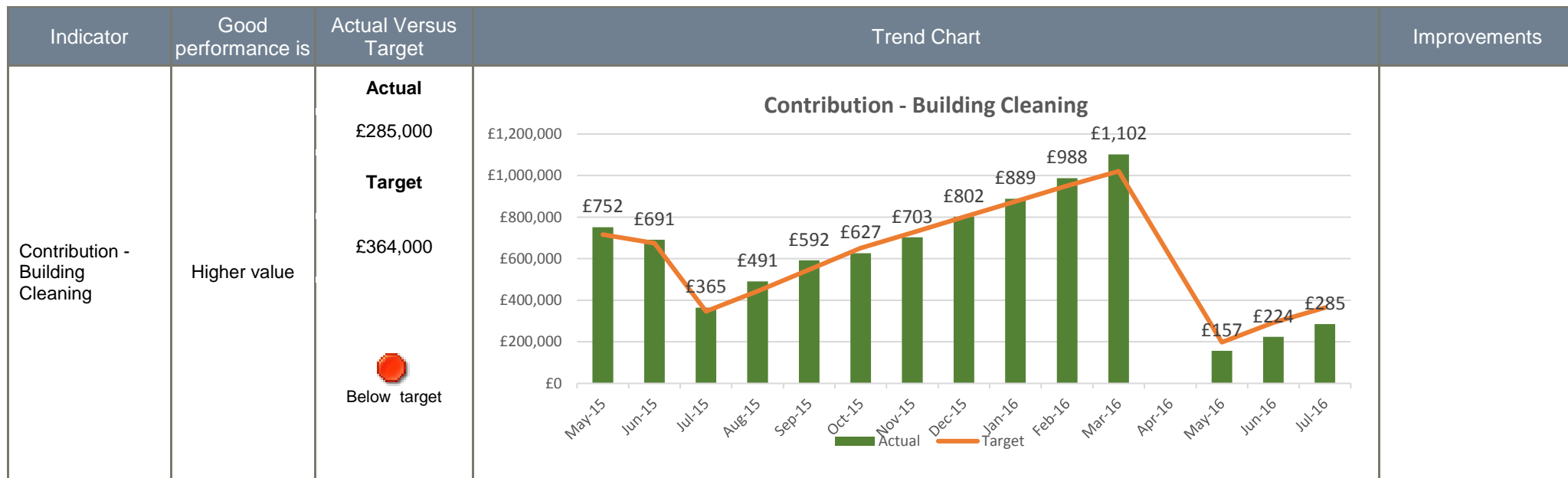
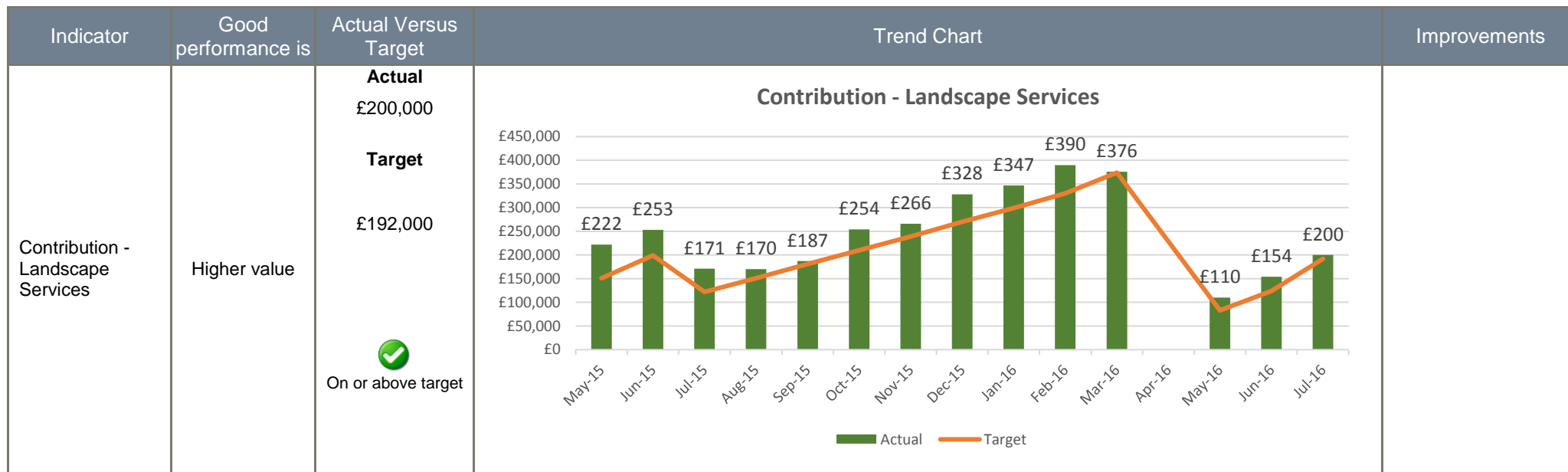
Building Cleaning and Caretaking, Grounds Maintenance

FINANCIAL



Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Turnover - Landscape Services	Higher value	<p>Actual</p> <p>£701,000</p> <p>Target</p> <p>£701,000</p> <p></p> <p>On or above target</p>	<p>Turnover - Landscape Services</p>  <p>Thousands</p> <p>Actual Target</p>	

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Turnover - Building Cleaning	Higher value	<p>Actual</p> <p>£3,780,000</p> <p>Target</p> <p>£3,818,000</p> <p></p> <p>Below target</p>	<p>Turnover - Building Cleaning</p>  <p>Millions</p> <p>Actual Target</p>	



Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance - PERFORMANCE

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Buy Back Levels - Building Cleaning	Higher value	<div><div>Actual</div><div>76</div><div>Target</div><div>75</div><div></div><div>On or above target</div></div>	<div><div>Buy Back Levels - Building Cleaning</div><table><thead><tr><th>Year</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>2014/15</td><td>76</td><td>75</td></tr><tr><td>2015/16</td><td>76</td><td>75</td></tr></tbody></table></div>	Year	Actual	Target	2014/15	76	75	2015/16	76	75	
Year	Actual	Target											
2014/15	76	75											
2015/16	76	75											

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Buy Back Levels -Grounds Maintenance	Higher value	<div><div>Actual</div><div>61%</div><div>Target</div><div>60%</div><div></div><div>On or above target</div></div>	<div><div>Buy Back Levels - Grounds Maintenance</div><table><thead><tr><th>Year</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>2014/15</td><td>61%</td><td>60%</td></tr><tr><td>2015/16</td><td>61%</td><td>60%</td></tr></tbody></table></div>	Year	Actual	Target	2014/15	61%	60%	2015/16	61%	60%	
Year	Actual	Target											
2014/15	61%	60%											
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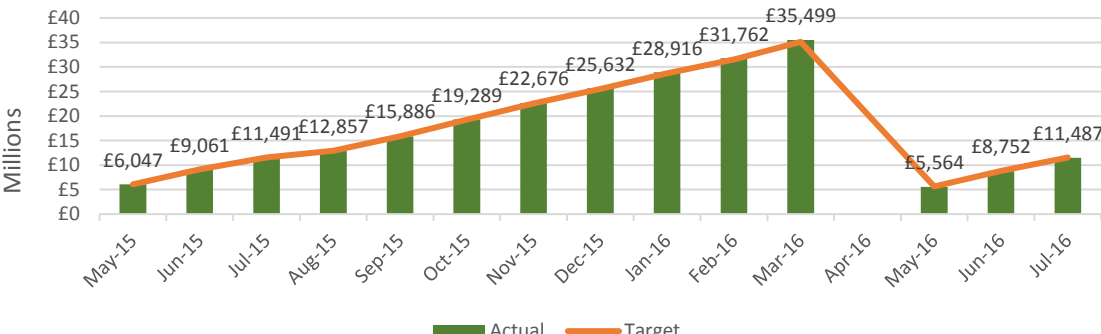

EXTERNALLY ASSESSED QUALITY STANDARDS


Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management	Higher value	Actual Yes Target Yes  On or above target	<p>Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management</p>  <p>2015/16 H1 2015/16 H2</p> <p>Legend: ■ Actual ■ Target</p>	
Retain ISO 9001 Accreditation - Facilities Management	Higher value	Actual Yes Target Yes  On or above target	<p>Retain ISO 9001 Accreditation - Facilities Management</p>  <p>2015/16 H1 2015/16 H2</p> <p>Legend: ■ Actual ■ Target</p>	

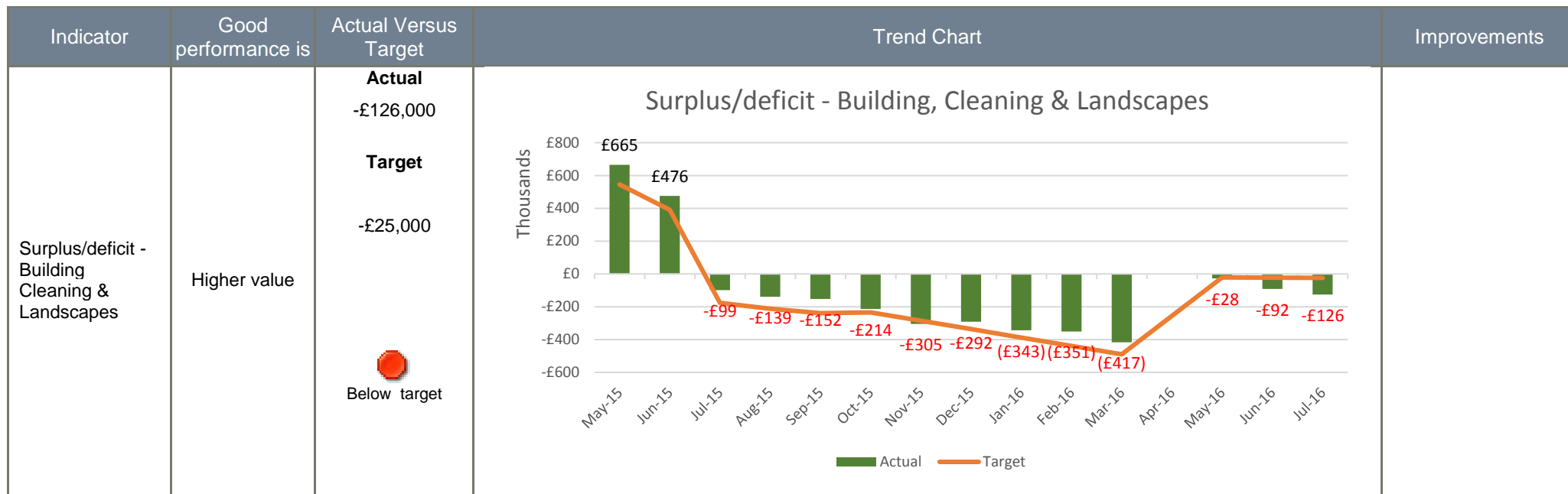
FINANCIAL – West Bridgford Campus; Catering West Bridgford

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Labour costs as % of turnover - West Bridgford Campus Catering	Lower value	<div><div>Actual</div><div>50.43%</div><div>Target</div><div>52.17%</div><div><div></div><div>On or above target</div></div></div>	<div><div>Labour Costs as % of Turnover - West Bridgford Campus Catering</div><div><div><div></div><div></div></div><table><tr><th>Month</th><th>Actual</th><th>Target</th></tr><tr><td>May-15</td><td>61.50%</td><td>58.00%</td></tr><tr><td>Jun-15</td><td>55.93%</td><td>53.00%</td></tr><tr><td>Jul-15</td><td>52.54%</td><td>52.00%</td></tr><tr><td>Aug-15</td><td>59.83%</td><td>54.00%</td></tr><tr><td>Sep-15</td><td>56.71%</td><td>53.00%</td></tr><tr><td>Oct-15</td><td>54.00%</td><td>54.00%</td></tr><tr><td>Nov-15</td><td>51.90%</td><td>53.00%</td></tr><tr><td>Dec-15</td><td>51.97%</td><td>52.00%</td></tr><tr><td>Jan-16</td><td>52.58%</td><td>51.50%</td></tr><tr><td>Feb-16</td><td>52.36%</td><td>51.00%</td></tr><tr><td>Mar-16</td><td>51.52%</td><td>50.50%</td></tr><tr><td>Apr-16</td><td></td><td>52.00%</td></tr><tr><td>May-16</td><td>53.25%</td><td>54.00%</td></tr><tr><td>Jun-16</td><td>47.94%</td><td>52.00%</td></tr><tr><td>Jul-16</td><td>50.43%</td><td>52.00%</td></tr></table></div><div><div>Actual</div><div>Target</div></div></div>	Month	Actual	Target	May-15	61.50%	58.00%	Jun-15	55.93%	53.00%	Jul-15	52.54%	52.00%	Aug-15	59.83%	54.00%	Sep-15	56.71%	53.00%	Oct-15	54.00%	54.00%	Nov-15	51.90%	53.00%	Dec-15	51.97%	52.00%	Jan-16	52.58%	51.50%	Feb-16	52.36%	51.00%	Mar-16	51.52%	50.50%	Apr-16		52.00%	May-16	53.25%	54.00%	Jun-16	47.94%	52.00%	Jul-16	50.43%	52.00%	
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Food costs as % of turnover - West Bridgford Campus Catering	Lower value	<div><div>Actual</div><div>42.77%</div><div>Target</div><div>46.18%</div><div><div></div><div>On or above target</div></div></div>	<div><div>Food Costs as % of Turnover - West Bridgford Campus Catering</div><div><div><div></div><div></div></div><table><tr><th>Month</th><th>Actual</th><th>Target</th></tr><tr><td>May-15</td><td>45.13%</td><td>43.00%</td></tr><tr><td>Jun-15</td><td>41.15%</td><td>43.00%</td></tr><tr><td>Jul-15</td><td>44.27%</td><td>43.00%</td></tr><tr><td>Aug-15</td><td>46.54%</td><td>43.00%</td></tr><tr><td>Sep-15</td><td>46.94%</td><td>43.00%</td></tr><tr><td>Oct-15</td><td>47.96%</td><td>45.50%</td></tr><tr><td>Nov-15</td><td>44.10%</td><td>45.50%</td></tr><tr><td>Dec-15</td><td>43.45%</td><td>45.50%</td></tr><tr><td>Jan-16</td><td>42.49%</td><td>45.50%</td></tr><tr><td>Feb-16</td><td>42.65%</td><td>45.50%</td></tr><tr><td>Mar-16</td><td>44.86%</td><td>45.50%</td></tr><tr><td>Apr-16</td><td></td><td>44.50%</td></tr><tr><td>May-16</td><td>42.28%</td><td>44.50%</td></tr><tr><td>Jun-16</td><td>41.36%</td><td>44.50%</td></tr><tr><td>Jul-16</td><td>42.77%</td><td>46.00%</td></tr></table></div><div><div>Actual</div><div>Target</div></div></div>	Month	Actual	Target	May-15	45.13%	43.00%	Jun-15	41.15%	43.00%	Jul-15	44.27%	43.00%	Aug-15	46.54%	43.00%	Sep-15	46.94%	43.00%	Oct-15	47.96%	45.50%	Nov-15	44.10%	45.50%	Dec-15	43.45%	45.50%	Jan-16	42.49%	45.50%	Feb-16	42.65%	45.50%	Mar-16	44.86%	45.50%	Apr-16		44.50%	May-16	42.28%	44.50%	Jun-16	41.36%	44.50%	Jul-16	42.77%	46.00%	
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Facilities Management - Overall

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Turnover - Overall Group Performance - Trading	Higher value	Actual £11,487,000	<h3>Turnover - Overall Group Performance - Trading</h3>  <table><thead><tr><th>Month</th><th>Actual (Millions)</th><th>Target (Millions)</th></tr></thead><tbody><tr><td>May-15</td><td>£6,047</td><td>£6,047</td></tr><tr><td>Jun-15</td><td>£9,061</td><td>£9,061</td></tr><tr><td>Jul-15</td><td>£11,491</td><td>£11,491</td></tr><tr><td>Aug-15</td><td>£12,857</td><td>£12,857</td></tr><tr><td>Sep-15</td><td>£15,886</td><td>£15,886</td></tr><tr><td>Oct-15</td><td>£19,289</td><td>£19,289</td></tr><tr><td>Nov-15</td><td>£22,676</td><td>£22,676</td></tr><tr><td>Dec-15</td><td>£25,632</td><td>£25,632</td></tr><tr><td>Jan-16</td><td>£28,916</td><td>£28,916</td></tr><tr><td>Feb-16</td><td>£31,762</td><td>£31,762</td></tr><tr><td>Mar-16</td><td>£35,499</td><td>£35,499</td></tr><tr><td>Apr-16</td><td></td><td></td></tr><tr><td>May-16</td><td>£5,564</td><td>£5,564</td></tr><tr><td>Jun-16</td><td>£8,752</td><td>£8,752</td></tr><tr><td>Jul-16</td><td>£11,487</td><td>£11,487</td></tr></tbody></table>	Month	Actual (Millions)	Target (Millions)	May-15	£6,047	£6,047	Jun-15	£9,061	£9,061	Jul-15	£11,491	£11,491	Aug-15	£12,857	£12,857	Sep-15	£15,886	£15,886	Oct-15	£19,289	£19,289	Nov-15	£22,676	£22,676	Dec-15	£25,632	£25,632	Jan-16	£28,916	£28,916	Feb-16	£31,762	£31,762	Mar-16	£35,499	£35,499	Apr-16			May-16	£5,564	£5,564	Jun-16	£8,752	£8,752	Jul-16	£11,487	£11,487	
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Contribution - Overall Group Performance- Trading	Higher value	Actual £1,827,000	<div><h3>Contribution - Overall Group Performance - Trading</h3><table border="1"><thead><tr><th>Month</th><th>Actual (Millions)</th><th>Target (Millions)</th></tr></thead><tbody><tr><td>May-15</td><td>£1,357</td><td>£1,357</td></tr><tr><td>Jun-15</td><td>£1,683</td><td>£1,683</td></tr><tr><td>Jul-15</td><td>£1,531</td><td>£1,531</td></tr><tr><td>Aug-15</td><td>£893</td><td>£893</td></tr><tr><td>Sep-15</td><td>£1,251</td><td>£1,251</td></tr><tr><td>Oct-15</td><td>£1,971</td><td>£1,971</td></tr><tr><td>Nov-15</td><td>£2,524</td><td>£2,524</td></tr><tr><td>Dec-15</td><td>£2,986</td><td>£2,986</td></tr><tr><td>Jan-16</td><td>£3,590</td><td>£3,590</td></tr><tr><td>Feb-16</td><td>£3,890</td><td>£3,890</td></tr><tr><td>Mar-16</td><td>£4,307</td><td>£4,307</td></tr><tr><td>Apr-16</td><td>£830</td><td>£830</td></tr><tr><td>May-16</td><td>£830</td><td>£830</td></tr><tr><td>Jun-16</td><td>£1,453</td><td>£1,453</td></tr><tr><td>Jul-16</td><td>£1,827</td><td>£1,827</td></tr></tbody></table></div>	Month	Actual (Millions)	Target (Millions)	May-15	£1,357	£1,357	Jun-15	£1,683	£1,683	Jul-15	£1,531	£1,531	Aug-15	£893	£893	Sep-15	£1,251	£1,251	Oct-15	£1,971	£1,971	Nov-15	£2,524	£2,524	Dec-15	£2,986	£2,986	Jan-16	£3,590	£3,590	Feb-16	£3,890	£3,890	Mar-16	£4,307	£4,307	Apr-16	£830	£830	May-16	£830	£830	Jun-16	£1,453	£1,453	Jul-16	£1,827	£1,827	
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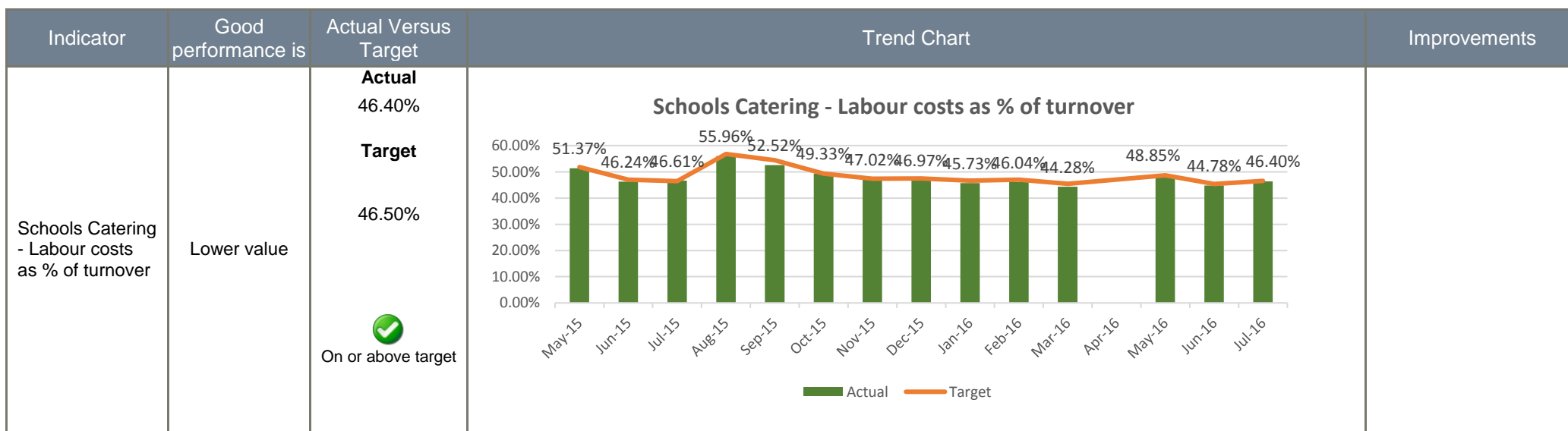
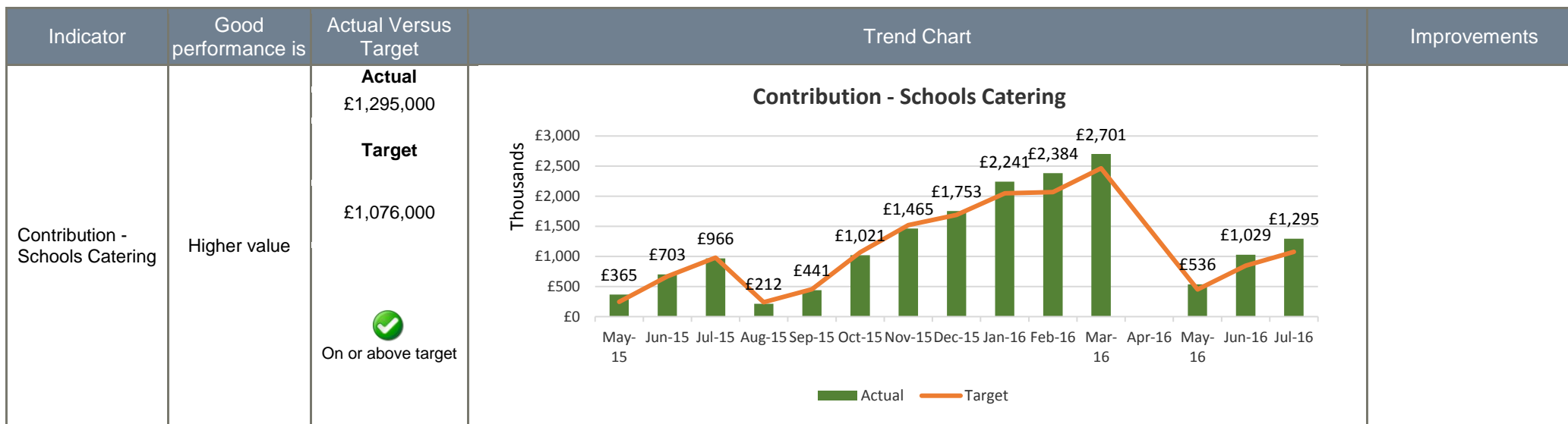
Key symbols table:

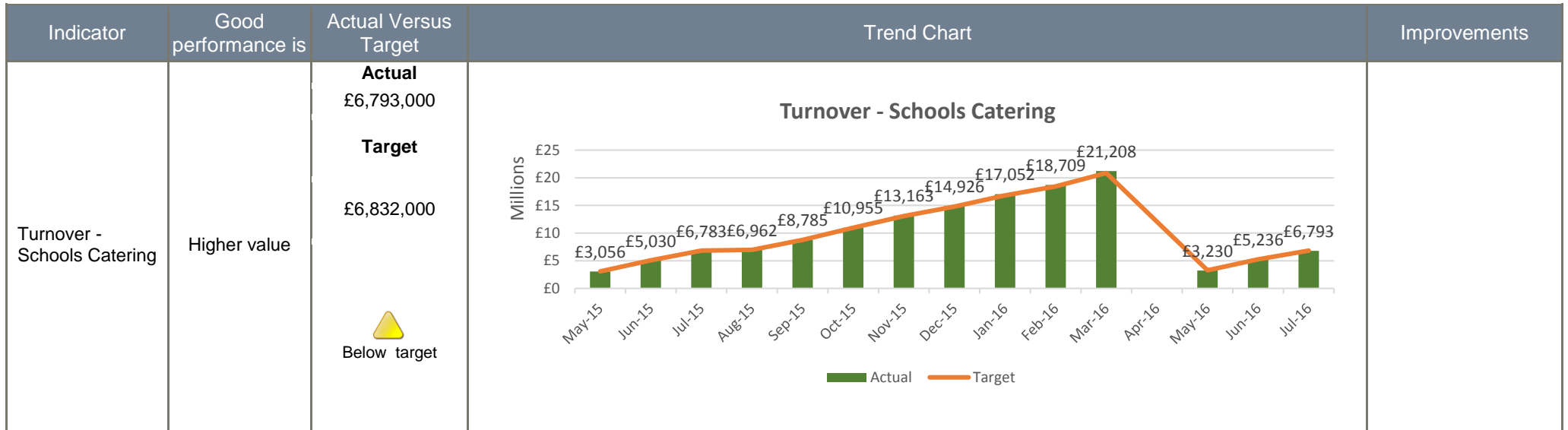
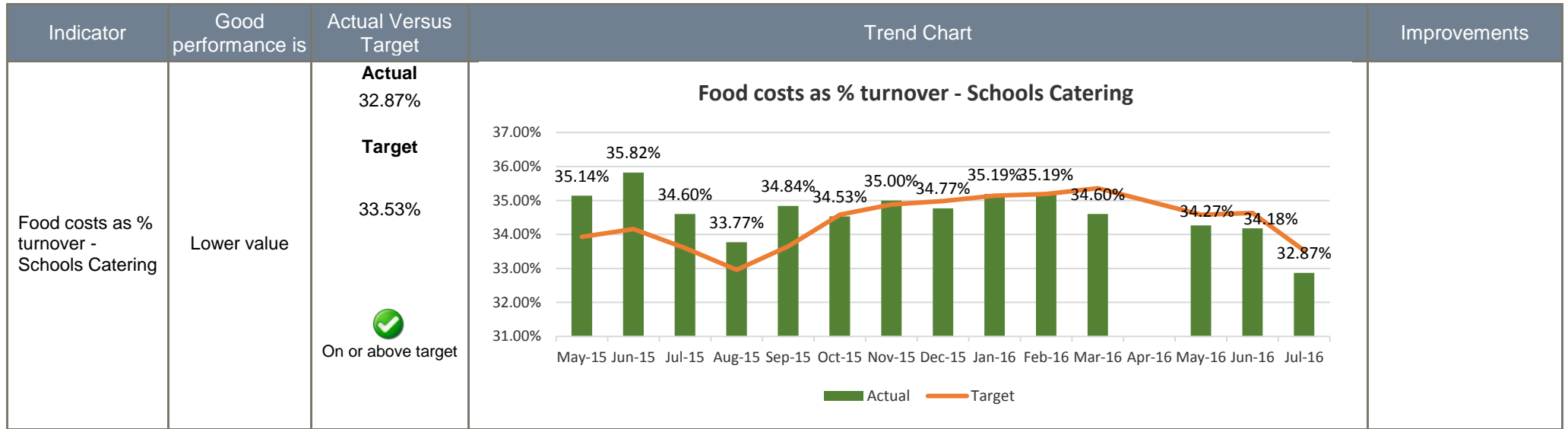
Status	Indicators
	Below target by more than 10%
	Below target by up to 10%
	On or above target
	No reported data or no target


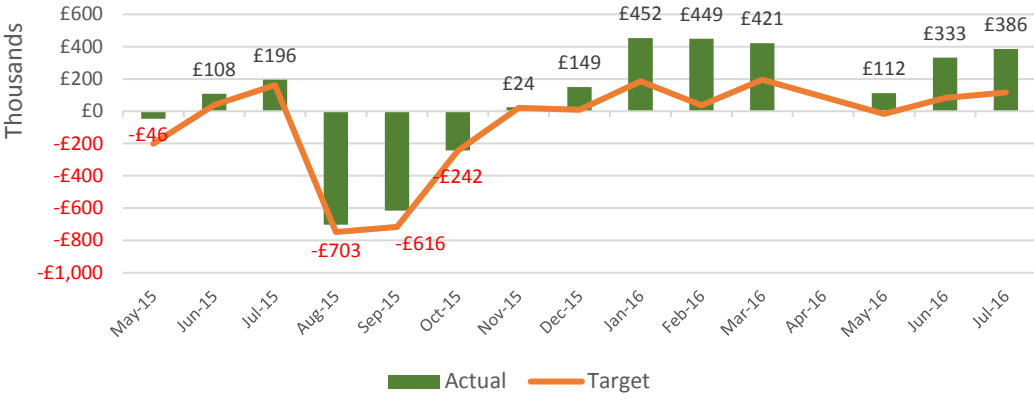
Schools and Academies Catering Performance Period 4 (2016-17)

Primary and Special Schools and Academies Catering


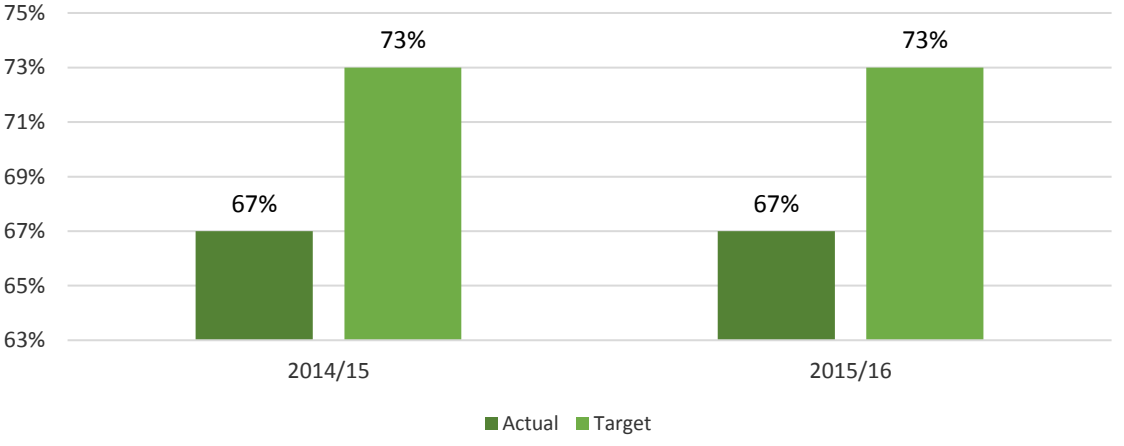
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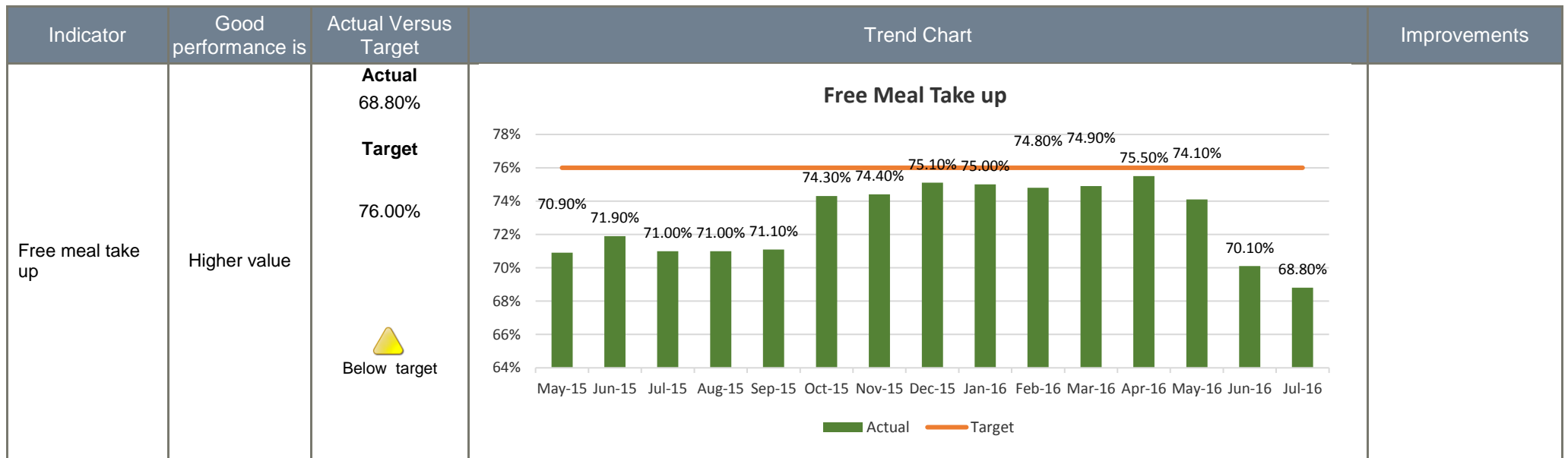
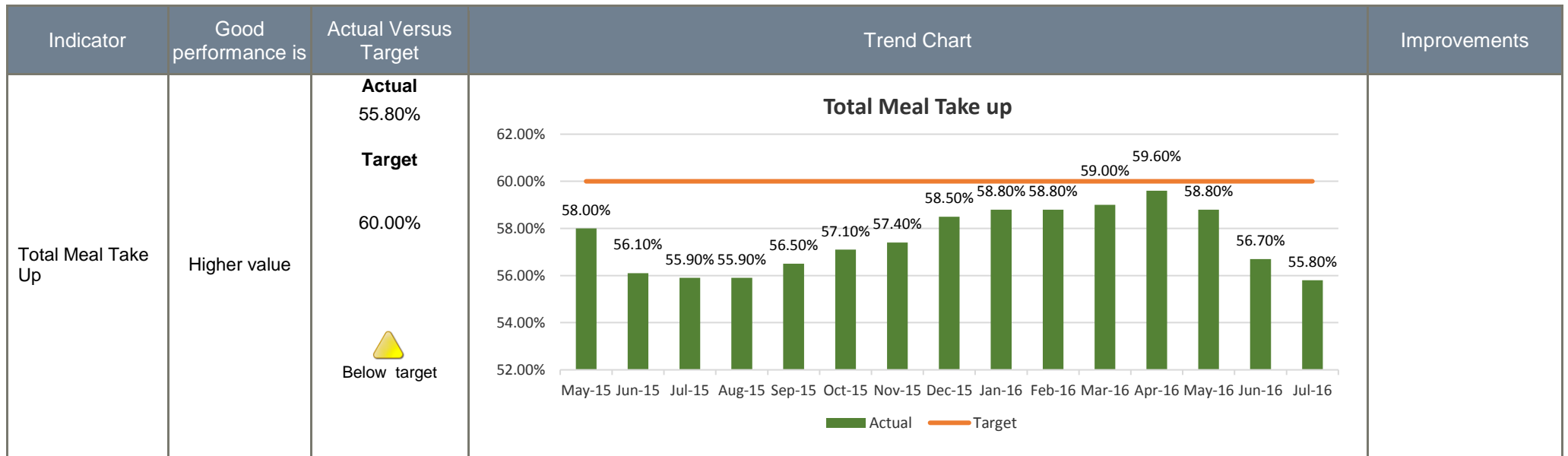






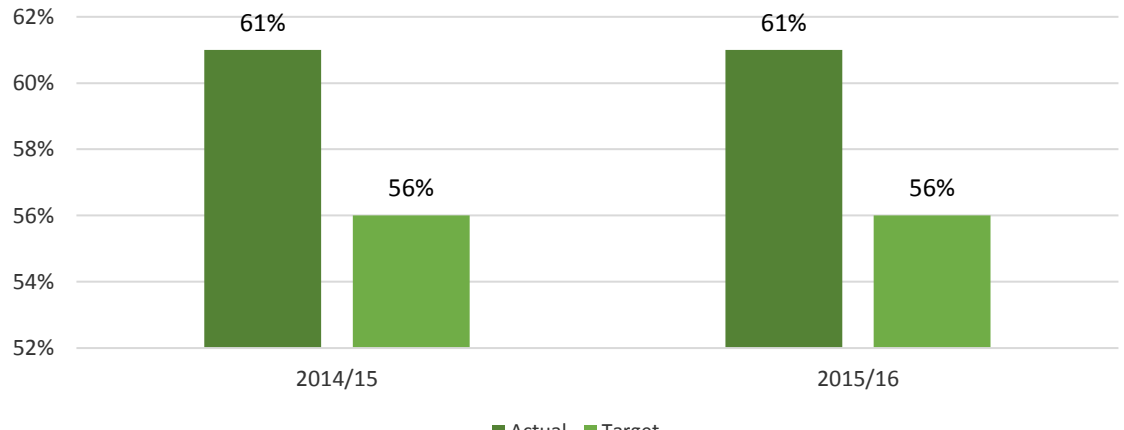
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Surplus/deficit - Schools Catering	Higher value	Actual £386,000 Target £116,000  On or above target	<p>Surplus/Deficit - Schools Catering</p>  <p>Thousands</p> <p>Actual Target</p>	

Primary and Special Schools and Academies Catering PERFORMANCE





Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Buy back Levels - Schools overall	Higher value	Actual 67% Target 73%  Below target	<p>Buy back Levels - Schools overall</p>  <p>Actual Target</p>	<p>Holgate, National secondary academies and Tuxford Primary have been lost to Chartwells under tender.</p> <p>Greenwood Primary has taken catering in house from July 2015.</p> <p>Bispham Drive has returned to school catering contract since Sept 2015.</p>



Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Buyback levels – Primary and Special Schools	Higher value	<div><div>Actual</div><div>91%</div><div>Target</div><div>90%</div><div></div><div>On or above target</div></div>	<div><div>Buy back Levels - Primary and Special Schools</div><div><div><div><div>92%</div><div>91%</div><div>90%</div><div>89%</div></div><div><div><div>91%</div><div>90%</div></div><div><div>2014/15</div><div>2015/16</div></div></div><div><div>Actual</div><div>Target</div></div></div></div></div>	

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Buyback levels – Secondary's and Academies	Higher value	<div><div>Actual</div><div>61%</div><div>Target</div><div>56%</div><div></div><div>On or above target</div></div>	<div><div><div>Buy back Levels - Secondaries and Academies</div><table><thead><tr><th>Year</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>2014/15</td><td>61%</td><td>56%</td></tr><tr><td>2015/16</td><td>61%</td><td>56%</td></tr></tbody></table></div></div>	Year	Actual	Target	2014/15	61%	56%	2015/16	61%	56%	
Year	Actual	Target											
2014/15	61%	56%											
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Key symbols table:

Status	Indicators
	Below target by more than 10%
	Below target by up to 10%
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	No reported data or no target

REPORT OF CORPORATE DIRECTOR, RESOURCES WORK PROGRAMME

Purpose of the Report

1. To consider the Committee's work programme for 2016/17.

Information and Advice

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme has been drafted in consultation with the Chairman and Vice-Chairman, and includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. It is anticipated that the committee will wish to commission periodic reports on such decisions. The committee is therefore requested to identify activities on which it would like to receive reports for inclusion in the work programme.

Other Options Considered

5. None.

Reason/s for Recommendation/s

6. To assist the committee in preparing its work programme.

Statutory and Policy Implications

7. This report has been compiled after consideration of implications in respect of finance, public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

That the committee's work programme be noted, and consideration be given to any changes which the committee wishes to make.

Jayne Francis-Ward
Corporate Director Resources

For any enquiries about this report please contact: Julie Brailsford, Assistant Democratic Services Officer, Tel: 0115 977 4694

Constitutional Comments (HD)

8. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments (PS)

9. There are no financial implications arising directly from this report.

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

Personnel Committee Work Programme

Title	Summary	Decision or Information	Lead Officer	Report Author
28 September 2016				
Employee Health and Wellbeing and Sickness Absence Performance 2016/17 quarterly update at 30.6.16 (Quarter 1)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 30.6.16 (Quarter 1)	Update report	Information	Marje Toward	Claire Gollin
Work Based Coaching - Update	Update report	Information	Marje Toward	Claire Gollin
Catering & Facilities Management Performance – Period 5	Update Report	Information	Jas Hundal	Shane Grayson
30 November 2016				
Employee Health and Wellbeing and Sickness Absence Performance 2016/17 quarterly update at 30.9.16 (Quarter 2)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 30.9.16 (Quarter 2)	Update report	Information	Marje Toward	Claire Gollin
Workforce Planning – Update on Operation of the Optimum Workforce Leadership Project	Update report	Information	Marje Toward	Claire Gollin
Catering & Facilities Management Performance – Period 7	Update report	Information	Jas Hundal	Shane Grayson
25 January 2017				
Health and Safety Review and Action Plan 2016-2017	Update report	Information	Marje Toward	John Nilan

Catering & Facilities Management Performance – Period 9	Update report	Information	Jas Hundal	Shane Grayson
29 March 2017				
Employee Health and Wellbeing and Sickness Absence Performance 2016/17 quarterly update at 31.12.16 (Quarter 3)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.12.16 (Quarter 3)	Update report	Information	Marje Toward	Claire Gollin
Catering & Facilities Management Performance – Period 11	Update report	Information	Jas Hundal	Shane Grayson
7 June 2017				
Employee Health and Wellbeing and Sickness Absence Performance 2016/17 quarterly update at 31.03.17 (Quarter 4)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.03.17 (Quarter 4)	Update report	Information	Marje Toward	Claire Gollin
Catering & Facilities Management Performance – Period 11	Update report	Information	Jas Hundal	Shane Grayson
12 July 2017				
Update on Work Based Learning Opportunities for Young People – Annual Report	Update	Information	Marje Toward	Claire Gollin
Annual Workforce Profile Report 2017	Update report	Information	Marje Toward	Claire Gollin