

Personnel Committee

Wednesday, 20 January 2016 at 14:00

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

AGENDA

- | | | |
|---|--|---------|
| 1 | Minutes of the last meeting held on 18 November 2015 | 3 - 4 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | 4 Work-Based Coaching in Nottinghamshire County Council | 5 - 10 |
| 5 | 5 Health and Safety Review and Action Plan | 11 - 28 |
| 6 | 6 Temporary Staffing Resource - Adult Social Care & Health Workforce Development Project | 29 - 34 |
| 7 | Presentation - (CYPAD) Kitchen Manager Overview | |
| 8 | 8 Operational Report-Schools & Academies Catering & Facilities Management Services | 35 - 48 |
| 9 | 9 Work Programme | 49 - 52 |

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>

Meeting PERSONNEL COMMITTEE

Date Wednesday 18th November 2015 (commencing at 2.00pm)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Sheila Place (Chairman)
Nicki Brooks (Vice Chairman)

Maureen Dobson
Darren Langton
John Ogle
Tony Roberts MBE

Jacky Williams
Yvonne Woodhead
Liz Yates

OFFICERS IN ATTENDANCE

Julie Brailsford	Assistant Democratic Services Officer
Gill Elder	Group Manager HR
Jayne Francis-Ward	Corporate Director Resources
Claire Gollin	Group Manager HR
Shane Grayson	Group Manager Catering & Facilities
Jas Hundal	Service Director Transport, Property and Environment
Martin Sleath	Branch Secretary, Unison
Marje Toward	Service Director, HR and Customer Service
Richard Warr	Business Partner HR

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 23rd September 2015, having been circulated to all Members, were taken as read and were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

There were no apologies for absence.

DECLARATIONS OF INTEREST

There were no declarations of interest.

EMPLOYEE HEALTH & WELLBEING & SICKNESS ABSENCE PERFORMANCE UPDATE AS AT 31ST AUGUST 2015

Richard Warr gave a presentation to the committee on the E-learning package on Mental Health. Claire Gollin presented the report.

RESOLVED 2015/026

1. To note the current level of performance in respect of sickness absence levels and the on-going overall trend of continuous improvement.
2. To note the current and proposed actions which continue to be taken to improve employee health and wellbeing.

NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING INFORMATION AS AT 30TH SEPTEMBER 2015

RESOLVED 2015/027

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

OPERATIONAL REPORT – SCHOOLS & ACADEMIES CATERING AND FACILITIES MANAGEMENT SERVICES

RESOLVED 2015/0029

To note the contents of the report.

WORK PROGRAMME

RESOLVED 2015/030

That the Committee's work programme be noted.

The meeting closed at 2.52pm.

CHAIRMAN

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

1. To update Members about activities in implement a coaching programme across the Council to support the development of a “Coaching Culture”.

Information and Advice**Background:**

2. Ongoing organisational transformation and the increased complexity and pace of change continues to place demands and challenges on employees throughout the County Council. The Council's leaders and senior managers will therefore require a broad range of tools and techniques to undertake their roles effectively in this context.
3. This has been recognised and responded to through the development and delivery of the Council's in-house Leadership Development Programme; mandatory for all Group Managers and Team Managers (and equivalents).
4. Coaching was identified by participants as a core priority for the next phase of the Leadership Development Programme to support and develop the leadership and management capabilities required going forward.
5. Coaching is one of the key leadership and management tools used by an increasing number of organisations to improve individual and organisational performance to unlock capability by helping managers to get the best from their teams; improving employee motivation and engagement; promoting creativity and innovation and developing high performance workplaces.
6. The development of a coaching culture, embedded through the style of day to day management and leadership practice, will support continued change and the Council's ongoing transformation. Coaching will help employees build self-esteem and self-reliance by empowering and supporting them to resolve problems and engaging them in organisational change. It will enable the development of an improved, more flexible skills base; support personal and professional growth and

help embed build a culture of continuous learning and improvement to improve outcomes for local people.

7. This approach will be reflected in the Council's new Workforce Strategy through a revised Competency Framework and be central to its support and supervision and Employee Performance and Development Review (EPDR), processes.

Work in Progress:

8. Chief Officers have demonstrated their commitment to developing a coaching culture by commissioning:
 - a) An on-going two day **"Manager as Coach" programme** recommended as core development activity for all of the Council's senior managers at Team Manager level and above. To date a total of 137 eligible managers have completed, are undertaking or are booked onto this programme. The aim is to provide understanding of the core principles of developing a workplace coaching culture and how it links with effective leadership and management, with a focus on:
 - Exploring and practicing coaching to support those employees they manage through the EPDR process and Supervision,
 - Understanding the personal contribution of managers to promoting effective two-way communication to encourage engagement in organisational change
 - Improving effectiveness, efficiency, learning and performance outcomes.
 - b) Development of an **in-house Coaching Network** by training and accrediting three cohorts of 10 senior managers to the Institute of Leadership and Management (ILM) Level 5 standard in Coaching and Mentoring. These workplace coaches will be available to provide coaching to individual employees referred by their line manager through the Employee Performance and development review (EPDR) process where access to coaching has been agreed as an integral part of the individual coachee's Learning and Development plan. The formal referral pro-forma will require the individual to set out their anticipated outcome i.e. what they would expect to have changed when their coaching sessions are complete. Similarly the individual's line manager will be asked to set out how they would expect the Coaching to move the employee being coached forward. Training for the Coaches began in July 2015 and it is anticipated that the new network will be launched in January 2016.
9. Co-ordinated and managed through the Workforce and Organisational Development (WOD) team the overall model of Coaching across the Council will be as set out in the **table below**:

I. External coaching (existing)	Provision of external coaching provision for senior managers within the Council in continued partnership with East Midlands Coaching Network (EMCN) by the referral of Chief Officers.
II. Internal coaching Network (new)	Provision of in-house coaching available to all NCC employees linked to an updated Competency Framework

	and Employee Performance Development Review process.
III. Manager as Coach (new)	Support for effective organisational transformation by the development of a “Coaching Culture “and the adoption of a coaching style of management (Manager as Coach).
IV. Ad hoc coaching (existing)	Deployment of all available ILM 5 or above trained Coaches in response to unanticipated individual situations and delivered, dependent on the level of the employee concerned.

Evaluation of Impact

10. It is anticipated that the Coaching programme will grow and develop over time. Effective and meaningful evaluation is critical to the success of this and to maximising the potential of organisational investment by ensuring alignment of individual and organisational objectives.
11. The ultimate aim and outcome of the Council’s commitment to workplace coaching is an improvement in individual and organisational performance. However, even where it is clear that performance has improved since embarking on the new coaching initiative, it will be difficult to distinguish whether the initiative alone has made the difference or whether other crucial influencing factors have contributed to the change. It is therefore intended to consider a range of quantative measures including turnover, absence, recruitment and retention data.
12. Anecdotal evidence is also important for gaining understanding, and for telling the ‘story’ of a coaching intervention and illustrating why coaching, rather than something else, has made the difference. Feedback is therefore pivotal to effective evaluation and on the conclusion of all coaching sessions both referring line managers and coachees will be asked for feedback on the extent to which the specified outcome has been met and the impact of this on individual and organisational performance.
13. These evaluations, in addition to key learning points and themes identified by the coaches, will be used by the Council’s Workforce and Organisational Development team to identify what is and is not working, enabling them to review and refine the approach as necessary.
14. Regular update reports on the Coaching Programme will be submitted to the Corporate Leadership Team which set out the evaluation outcomes, organisational impact assessment (focused on the contribution of coaching to change and transformation), cost /benefit analysis, identified areas for improvement and proposed strategies for further development.
15. This will be linked to existing Key Performance Indicators (KPI’s), relating to attrition (turnover) and days lost to employee sickness as existing measures of

performance and productivity and associated benchmarking with other comparable councils.

16. An update report will also be provided to Members as part of a wider update on the Leadership Development Programme.

Other Options Considered

17. A Coaching Programme has been identified by the Corporate Leadership team and Managers as a critical part of the next phase of the Leadership Development programme. Supporting this with the “Manager as coach” programme will embed coaching behaviours and encourage the wider engagement of employees in organisational change. A number of options were considered in relation to the most effective way of delivering these with a blended approach considered to be most effective at supporting both wider cultural change and specific targeted interventions as part of a wider learning and development strategy.

Reasons for Recommendations

18. The recommendations will enable Elected Members to review the ongoing development and organisational impact of the Council's Coaching programme through regular update reports.

Statutory and Policy Implications

19. 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.

Financial implications

20. The training of managers undertaking the Manager as Coach programme and those undertaking the in-house ILM Level 5 coaching programme has been funded from the Leadership Development Programme budget.
21. An appropriate procurement process was undertaken to engage a training provider which resulted in the appointment of Loughborough College.

Human Resources Implications

22. These are set out in the body of this report.
23. The trades unions were updated at the Central Joint Consultative and Negotiating Panel meeting on 16th December 2015 and expressed their overall support for the initiative.

Equalities Implications

24. 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.
25. 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). Where requested and relevant to the topic for coaching every attempt will be made to match the coachee with a coach from an appropriate group.

RECOMMENDATIONS

It is recommended that Elected Members:

1. Note the progress made in introducing the "Manager as Coach" and corporate Coaching Programme across the Council.
2. Agree to receive update reports at a frequency to be determined by Personnel Committee subject to initial review and report 6 months from launch of the Coaching Network.

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 (SLB 17/12/15)

26. Personnel Committee is the appropriate body to consider the content of this report.

Financial Comments (SES 18/12/15)

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

Human Resources Comments (CLG 16/12/15)

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

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

REPORT OF SERVICE DIRECTOR – CUSTOMERS AND HR**HEALTH AND SAFETY REVIEW AND ACTION PLAN****Purpose of the Report**

1. The purpose of the report is to update the Personnel Committee on current health and safety performance and seek agreement on the 2016-2017 Health and Safety Action Plan. Relevant supporting documents are attached in summary as appendices A and B.

Information and Advice**Background information:**

2. The County Council's health and safety management system, externally accredited to the Occupational Health and Safety Assessment Series (OHSAS) 18001 is subject to ongoing assessment and review. This accounts for auditing the setting of objectives and programmes in the form of an annual action plan based on performance monitoring outcomes.
3. In August 2015 the corporate management system was audited by British Standards Institute (BSI) and found to have no compliance issues or observations raised, in effect a very positive outcome. This audit also considered the 2015-2016 action plan and its suitability to support continuous improvement. It should be noted that the three yearly re-accreditation review against the OHSAS18001 standard will be in July 2016.
4. Services within the scope of OHSAS 18001 have now increased with the addition of the Library's service and Children's Residential Social Care, both having been accredited following external assessment. Further change in scope is likely as some services become arms-length and the management system focus changes to account for supply chain compliance monitoring and retained client functions.

Performance:

5. Health and Safety Executive (HSE) interventions increased last year arising mainly as a result of incident notification. This culminated in enforcement action for an incident at the 2011 Robin Hood festival for breaches of health and safety law relating to risk assessment. A further reportable incident occurred at Rufford Country Park in June 2015, again involving off road driving, and is currently under investigation.
6. Over the last 6 months the health and safety team have reviewed the safety plans for suitability and inspected during the set up or actual event for five Council sponsored events. Safety plans were found to be inconsistent in format albeit they covered the essential

elements but further work is required on contingency arrangements and vehicle movement plans. The health and safety team will develop a standard event planning template and provide associated training with a view to a future eLearning package. The health and safety team will now maintain an overview of all significant Council sponsored events.

7. Reviewing recent serious incidents, a trend arising is the risk posed by workplace transport and vehicle operation off road and this has been reflected in the current action plan together with a review commissioned from our insurers (Zurich) of occupational road risk in general.
8. Incident investigations also indicate a significant trend of supply chain-contractor involvement and communication and planning can be attributed to underlying the causes. 'Active' safety management briefings have focussed on the need to manage the safety aspects of outsourced work following the principles of specify, select and monitor and a supporting eLearning training package has been developed for managers guidance.
9. Asbestos related incidents have improved since the launch of the asbestos code of practice and provision of supporting awareness training. However, lack of planning or compliance with procedures particularly with an external supply chain involved has prompted internal safety investigations. The systems for managing and avoiding accidental release of asbestos containing material (ACM) are well documented and accessible. Current incidents highlight the need to continually monitor work that disturbs the fabric of pre 2000 buildings including those actions of contractors and the application of the Construction (design and management) Regulations 2015 ensuring that the respective duty holders fulfil their roles.
10. Work is also currently underway in relation to the operation of Biomass boilers to ensure that site specific risk assessments are in place with adequate on site information and that caretaking staff are appropriately trained and confident in their use. The Council's health and safety and property teams are putting in place an inspection regime to monitor biomass installations to ensure that basic operational and maintenance requirements are being met.
11. A review of incident reporting indicated improved compliance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) last period. This can be attributed to increased awareness following training and system upgrades. Staff have been encouraged to use the newly introduced 'near miss' reporting module enabling opportunities for incident prevention and triggering risk assessment review.
12. Findings from internal and external audit of the management system findings indicate that the elements of the standard-risk assessment, operational control, incident investigation and corrective action, i.e. addressing non-conformities raised should be a focus this year. Where specific health and safety legislation is not being fully applied, we should place a greater emphasis on the evaluation of compliance in order to prioritise corrective action.
13. The buyback of the health and safety service by schools and academies remains strong with an increasing customer base of out of county academy chains. The development and delivery of bespoke head teacher and business manager training under the Institute of Occupational Safety and Health (IOSH) licence provides a unique selling point, further supported by a newly launched schools premises management package, both being key income generators with an overall forecast of £293,000 this year.

14. Since their introduction in 2013, 11 Safety Smart certificates, a scheme aimed specifically at education establishments, have been awarded. One school, Leas Park Junior, who were awarded safety smart in November 2013 have progressed to receive a national safety award for 'innovation in safety' following mentoring by the Council's school's safety team. This continues to be popular and provides a recognisable safety benchmark for schools to attain.

Current position

15. Organisational change continues at a pace and we are adapting our safety management strategy accordingly. We have established regular review meetings with our key service delivery partners enabling the monitoring of supply chain compliance. This will further develop as selected in-house services become arm's length and formal health and safety performance measures (KPI's) are established.
16. Changes in ways of working via home, use of touch down or mobile brings challenges in planning for premises emergencies and difficulties associated maintaining trained first aid and fire warden cover. Making online training available to a broader audience and working with managers to plan local service arrangements in moving to address this but it remains an area for future development.
17. International terrorist incidents in recent months and heightened risk levels have led the Council to commission a further review of security measures, particularly in key buildings, involving the Police Counter-Terrorism Security Advisor.
18. The recruitment of safety advisors has proved challenging and to address this health and safety have supported the apprenticeship scheme. We have had a successful year with our current apprentice Pearce Whetton receiving the Prostart apprentice of the year – runner up award for NVQ2 Business Administration. Pearce has additionally undertaken basic safety awareness training and shadowing advisors during their day to day work. Pearce is now moving to a full time position within the health and safety team as trainee to continue his career development as a safety advisor.

Other Options Considered

19. The Council's approach to health and safety management is subject to continuous review and applied best practice in line with HSE guidance. Ongoing discussion with trades union colleagues through the Joint Health and Safety Working Group feeds into this process.

Reason for Recommendation

20. The health and safety action plan aims to address those areas of significant risk or identified compliance gaps. Implementing the actions will minimise risk and facilitate continuous improvement.

Statutory and Policy Implications

21. This report has been compiled after consideration of implications in respect of finance, the 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.

Implications for Service Users

22. The action plan focuses on core risks and identifies improvements to the health and safety management system, minimising risk to service users.

Financial Implications

23. Non-compliance with health and safety legislation may lead to financial penalties in the form of Health and Safety Executive fees for intervention for material breaches of Regulations and fines associated with prosecution through the courts.

24. Additionally, civil claims made against identified breaches of duty of care may have significant financial implications as a result of direct settlement, legal costs or increased insurance premiums.

Human Resources Implications

25. The health and safety action plan aims to deliver a safer working environment minimising risk of injury and ill health and reducing sickness absence.

RECOMMENDATION

1. It is recommended that Personnel Committee note the content of this report and approve the 2016-2017 Corporate Health and Safety Action Plan.

Marjorie Toward
Service Director – Customers and HR

For any enquiries about this report please contact: John Nilan, Team Manager – Health and Safety – john.nilan@nottsc.gov.uk Telephone 01623 434560.

Constitutional Comments (SLB 26/10/15)

26. Personnel Committee is the appropriate body to consider the content of this report.

Financial Comments (SES 22/10/15)

27. There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All

SR58 – Corporate Health and Safety Action Plan 2016-2017

This document should be read in conjunction with the Corporate Occupational Health and Safety (OHS) Objectives and Programmes HSMS Ref: A0)

Not yet
started

Significant
chance of
missing
target

In Progress

(carried forward from
15/16 action plan)

Completed

No.	Action	Lead	Timescale	Comments
1. Effective occupational health and safety management systems				
1.1	Review supporting policies and guidance in line with changes to current legislation and best practice <ul style="list-style-type: none"> Asbestos management Construction design and management Control of contractors Occupational road risk 	Health and Safety	September 2016	
1.2	Review Corporate health and safety strategy to ensure ongoing suitability, adequacy and effectiveness of the health and safety management system Emphasis on compliance based model Scope against HSE work plan	Health and Safety and Health and Safety sponsors	March 2017	Current strategy extended - new three year strategy tie in to other strategy development



No.	Action	Lead	Timescale	Comments
1.3	<p>Occupational Health and Safety Assessment Series OHSAS 18001:2007:-</p> <p>Maintain management system accreditation for services within scope of Corporate certificate and risk management system - British Standards Institute re- certification three year review</p> <p>Re scope to account for Alternate Service Delivery Model's and retained client functions</p> <p>Focus on identified areas for improvement -</p> <ul style="list-style-type: none">• Risk assessment• Operational control• Incident investigation and corrective action• Evaluation of compliance <p>Monitor implications of change to International Standards Organisation 45001 safety management standard (due 2016)</p>	Health and Safety and Divisional OHSAS leads	<p>Ongoing</p> <p>July 16</p> <p>March 16</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Corporate management system reaccreditation due July 2016</p> <p>Reviewing against draft ISO 45001 standard and note additions to management commitment element.</p>



No.	Action	Lead	Timescale	Comments
2. Health and safety compliance				
2.1	Recognising good health and safety management performance via 'Safety Smart' accreditation Priority LA managed schools	Health and Safety team schools lead	March 2017	Target to achieve 4 awards this period
2.2	Ensure effective health and safety management of suppliers, contractors and service delivery partners through: Ongoing safety performance monitoring in conjunction with key service delivery partners <ul style="list-style-type: none"> • R Woodheads Ltd - quarterly • Lafarge Tarmac – quarterly* • Serco –NWSC – six monthly • Veolia – six monthly • Scape – six monthly* *Until Alternate Service Delivery Models are established	Health and Safety	March 2017 Ongoing as scheduled	Support Corporate procurement and service managers (when commissioning services) with pre-qualification and selection of prospective suppliers; contractors and service delivery partners Identify high risk contractual arrangements for monitoring and hold quarterly liaison meetings
2.3	Develop compliance monitoring arrangements for Alternate Service Delivery Models's in conjunction with retained clients	Health and Safety and retained client functions	April 2016	Establish safety performance monitoring regimes and contract reviews against safety key performance indicators



No.	Action	Lead	Timescale	Comments
2.4	Evaluation of Compliance <ul style="list-style-type: none"> Maintain risk based programme of audits for 2016-17 and report non-compliance trends and outcomes to Risk Safety and Emergency Management Groups Utilise British Standards institute Occupational Health and Safety Assessment Series audit reports to evaluate areas for improvement Monitor incident trends/identify clusters Monitor accident/incident close outs by managers Develop system for close out after chase up by administrator if no action 	Health and Safety	January 2017 As audit programme Ongoing Ongoing April 2016	Monitor during incident reviews System administrator to maintain overview
3. Improved awareness and competence				
3.1	Deliver annual safety update to Senior management teams as follow on from active safety management	John Nilan	March 2017	



No.	Action	Lead	Timescale	Comments
3.2	Continued promotion of <ul style="list-style-type: none">IOSH Managing Safety for Head Teachers and School Business ManagersIOSH Managing School Premises training	Health and Safety schools lead	Ongoing as programme	
3.3	<ul style="list-style-type: none">Deliver core health and safety courses as 2016-17 learning and development programme to internal and external clients	Health and safety	March 2017	Continual review and update of training material. Amend as required as sold package to external clients
3.4	Further develop e-learning packages specifically for inclusion on the learning portal New learning packages to be developed this period: <ul style="list-style-type: none">Occupational road riskWinter drivingControl of substances hazardous to health	Health and Safety In conjunction with learning and development	March 2017	



No.	Action	Lead	Timescale	Comments
	<ul style="list-style-type: none"> Personal security and Counter Terrorism awareness Occupational water safety Event management Commissioning services including construction client duties 	in conjunction with The Police Counter Terrorism Security Advisors		
4. Risk priorities (all departments will be required to develop action plans to identify the measures/steps being taken to priorities, eliminate and reduce identified risks and address any outstanding issues or areas of concern with a particular focus on the following areas)				
4.1	Identify emerging risk from organisational change and transformation <ol style="list-style-type: none"> Consider health and safety implications of alternative service delivery models Maintenance of emergency arrangement cover in corporate buildings utilising touch down and hot desking Safety arrangements at vacant premises Use of volunteers and casual staff 	Health and Safety Health and Safety NPOs Property Health and Safety	Ongoing April 2016 Ongoing January 2016 April 2016	Link to 2.3 - compliance monitoring arrangements of arms -length or outsourced/commissioned services Risk matrix now established and incorporated into surplus and vacant property list Review volunteer use and existing safety arrangements
4.2	Asbestos <ol style="list-style-type: none"> Review of effectiveness of and compliance with NCC asbestos code of practice to include: 	Health and Safety and Property team	March 2016	



No.	Action	Lead	Timescale	Comments
	<ul style="list-style-type: none"> Induction processes and permissions to work Contractor training and competence Availability and use of asbestos survey information <p>2. Roof void access procedures for maintenance staff to be developed to support the Asbestos Code of Practice</p> <p>3. Ensure via training and briefings that duty holders are aware of NCC procedures, Code of Practice and statutory requirements. Monitor during inspection and audit</p> <p>4 Refresher briefing to all duty holders</p>	<p>Health and Safety and framework consultant</p> <p>Health and Safety and Property team</p> <p>Health and Safety and Property team</p>	<p>April 2016</p> <p>Ongoing</p> <p>March 2017</p>	<p>Draft produced by Acorn consultants</p>
4.3	<p>Occupational Road Risk</p> <ul style="list-style-type: none"> Disseminate learning outcomes from 2015 insurance review in conjunction with issue of revised guidance <p>Monitor:</p> <ul style="list-style-type: none"> Pedestrian/vehicle segregation on all NCC sites 	<p>Health and Safety, Risk and Insurance and Road Safety</p>	<p>April 2016</p> <p>Ongoing</p>	<p>Monitor during inspection or safety plan reviews</p>



No.	Action	Lead	Timescale	Comments
	<ul style="list-style-type: none"> Vehicle movement plans on construction sites and events Issue self assessment for lower risk site and review returns <p>Review:</p> <ul style="list-style-type: none"> Banksman procedures Plant and vehicle related risk assessment Driver/operator training and competencies for off road vehicles and plant 		<p>September 2016</p> <p>September 2016</p>	
4.4	<p>Maintain periodic tree inspections across corporate estate and highway trees in view of ash die back</p> <p>Note tree risk management arrangements during planned audits (schools)</p>	<p>Highways and Property team</p> <p>Health and Safety</p>	<p>October 2016</p>	<p>Liaison with Highways tree inspectors</p> <p>Monitor during management review audits</p>
4.5	Work with Departments to improve/review contract management for tree works and subcontracted works	Corporate Procurement and Health and safety	June 2017	
4.6	<p>Review safety management systems for installation and design and use of biomass boilers</p> <p>Site specific risk assessments to be undertaken at each installation</p>	<p>Property, Health and Safety and Risk and Insurance</p> <p>Property</p>	<p>January 2016</p> <p>March 2016</p>	Incident reports under review to establish safety critical learning points



No.	Action	Lead	Timescale	Comments
	Monitor incident trends and communicate learning from incidents	PropertyandHealth and Safety	Ongoing	
	Review, commission and undertake training for Biomass boiler operatives and overseeing managers	Property team	March 2016	Commence with Ashwell type systems as priority
4.7	Review health and safety risks posed by event management	Health and Safety and Emergency Planning	April 2016	
	Work alongside event organisers and Safety Advisory Groups where NCC has the responsibility for events			
	Review key NCC event plans and undertake monitoring visits during set up and event		Ongoing	
	Develop standard forms for event planning and management		April 2016	
4.8	Premises and Personal Security			
	Monitor arrangements and review security related incidents including visitor and contractor access control arrangements	Health and Safety	May 2016	
	Undertake security risk assessment for key premises	Facilities Management	Jan 2016	

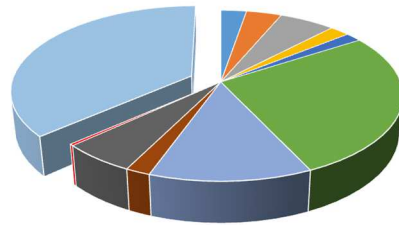


No.	Action	Lead	Timescale	Comments
	Review counter terrorism security procedures and training	Health and Safety and Emergency Planning	Jan 2016	

Document Owner: John Nilan (Health and Safety)

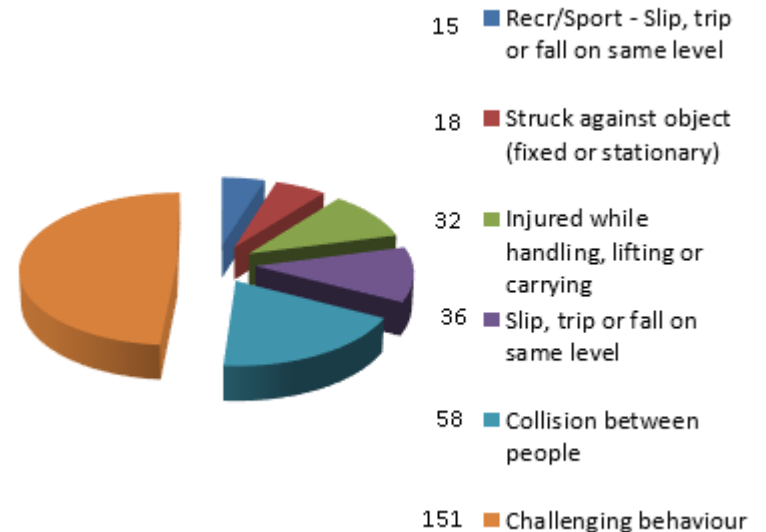


Total Recorded Incidents by Category



35	■ Anti Social Behaviour	48	■ Damage to Property
76	■ Medical Issue (NOT arising directly from work)	27	■ Near Miss
22	■ Physical Intervention	358	■ Physical Violence
164	■ Recreation/Sporting Accident	25	■ Road Traffic Collision
75	■ Verbal abuse or threat	4	■ Work related illness
482	■ Work related injury		

Accidents/Incidents Top 6 Causes



HSE Investigations/Areas of Interest

- Ordsall Primary (Biomass Boiler) – open
- Porchester Junior School (P.E. follow up)- open
- Rufford Country Park (Vehicle incident) – open

Near Miss Quick Report Data

A total of 111 Near Miss reports have been recorded this period. Key issues include:

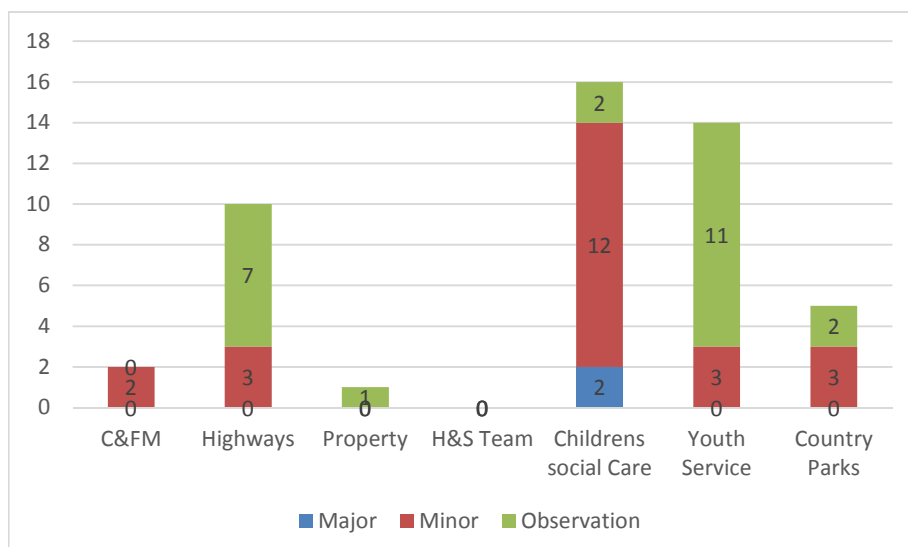
- School crossing patrols failure to stop.
- 1 incident covers 173 sites for asbestos.
- Eastbourne Centre parking concerns

OHSAS 18001 External Audits



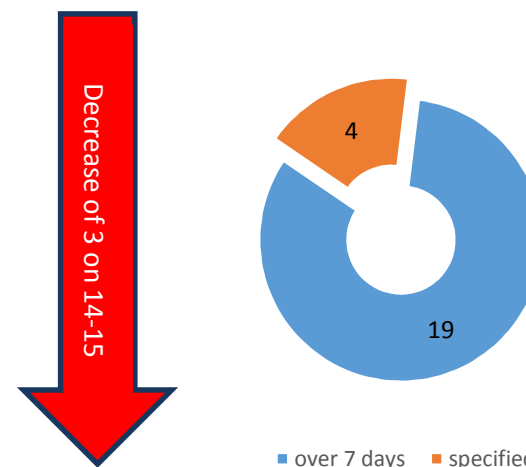
OHS 548629

Total audits = 8



The major non conformity issued to Children's Social Care was closed out in September 2015.

RIDDOR Reportable Incidents



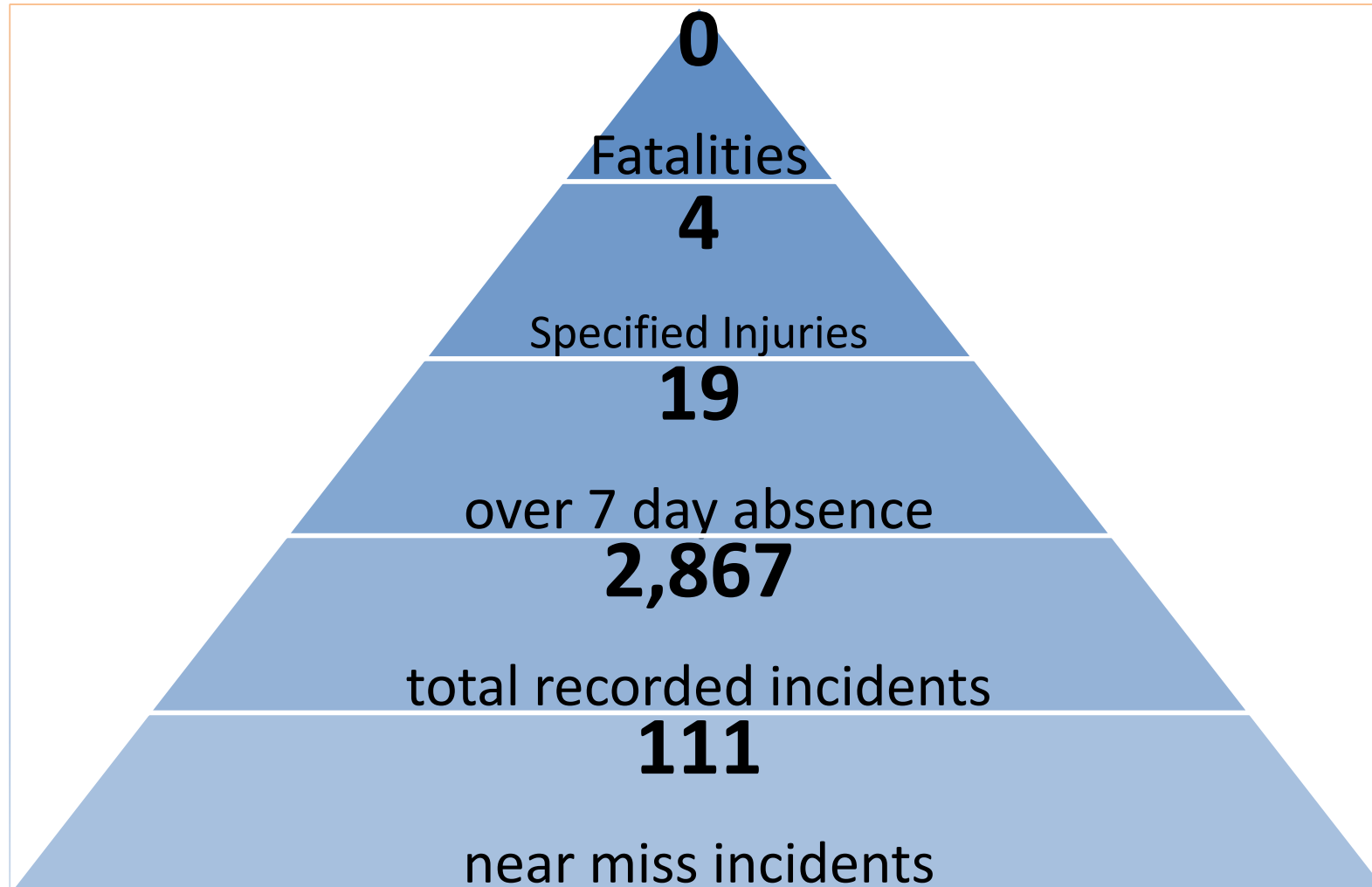
Decrease of 3 on 14-15

All specified injuries were in relation to slips/trips

Over 7 Days:

- 6 handling
- 5 slip/trips
- 3 violence
- 2 collision with object
- 2 contact with hot liquid
- 1 contact with moving machinery

Incident Severity Triangle



JOINT REPORT OF THE SERVICE DIRECTOR - CUSTOMERS AND HUMAN RESOURCES AND THE PROGRAMME DIRECTOR TRANSFORMATION (ADULT SOCIAL CARE AND HEALTH)**TEMPORARY STAFFING RESOURCE - ADULT SOCIAL CARE AND HEALTH WORKFORCE DEVELOPMENT PROJECT****Purpose of the Report**

1. The purpose of this report is to inform Members of the Adult Social Care and Health Workforce Development Action Plan and seek their approval to establish the post temporary Human Resources (HR) Project Manager to support the delivery of the plan.

Information and Advice**Background**

2. The Adult Social Care and Health Transformation Portfolio Programme of work, which sits under the Council's Redefining Your Council Programme, is updating the Adult Social Care Workforce Development plan to ensure it is aligned to the Adult Social Care Strategy and the new Corporate Workforce Strategy.
3. Existing Adult Social Care and Health (ASCH) workforce development documents, including a joint Nottinghamshire County Council and Nottingham City Council Workforce Plan dated 2010, are now out of date as since these were published there have been significant contextual developments within Nottinghamshire County Council including:
 - Redefining Your Council and the associated Adult Social Care Strategy
 - Reductions in funding from Central Government and the savings projects initiated in response to this
 - New legislation that brings increased responsibilities such as the Care Act
 - Increased pace of Integration with partners such as Health.
4. In addition to the above the ASCH department has recently conducted a workforce health check to understand the impact of these recent changes on the existing workforce and the workforce plan will seek to address some of the key issues arising from the results of this health check.
5. A new corporate Workforce Strategy is due to be launched in 2016. Given this, it is therefore timely to develop a new Adult Social Care Workforce Development plan that

responds to the challenges faced by both the authority and the department, equips the workforce to successfully implement the Adult Social Care Strategy and be fit for the future.

6. The proposed post of HR Project Manager would support the effective implementation of the Adult Social Care Strategy, which was approved by the County Council on 27th March 2014, and amended at Policy Committee on 20th May 2015 (included as a background paper).

Proposal

7. A Workforce Development Project has been established and funded within the Adult Social Care and Health Department which plans to deliver a coordinated and achievable Workforce Plan that addresses service priorities and aligns with both the Corporate Workforce Strategy and the Adult Social Care Strategy to ensure effective succession planning, skills development, knowledge transfer and cultural change.
8. In order for this work to be progressed and the plan implemented dedicated specialist HR expertise is required and approval is sought to establish a temporary HR Project Manager post to provide this for a period 12 months working to work alongside the Adult Social Care Transformation Team which will lead and direct the project.
9. The proposed HR Project Manager post has been evaluated at Band D and will be funded up to 31st March 2016 from the existing Care Act Grant and from April 2016 to 31st December 2017 will be met from future Care Act Grant funding. If the Council does not receive enough grant in 2016/17, the additional costs will be met from ASCH departmental reserves.
10. The HR Project Manager post will be additional to the staffing establishment of the HR Workforce and Organisational Development Team (WOD), see **Appendix**, and post will report to the Senior HR Business Partner, WOD, for line management and supervision purposes. This will provide the additional capacity to ensure that the delivery of the plan is aligned both with the corporate Workforce Strategy and with the specific workforce development activities required by the ASCH department.

Other Options Considered

11. Development of a workforce plan using Adult Social Care departmental resource exclusively has been considered, however there is a need for professional HR expertise to support this within the department.
12. Development and delivery of the ASCH Workforce Development Plan directly through the HR Workforce Planning and Organisational Development team was also considered, however this could not be sustained within existing capacity without detriment to the continuity of strategic workforce development work and would lack the benefit of the expert service knowledge and context that the ASCH Transformation Team can provide.

Reasons for Recommendation

13. The recommendation made will ensure that the Adult Social Care Strategy can be implemented successfully and that the Adult Social Care Workforce can respond to the

significant challenges it faces. This will require significant changes for the existing workforce, in terms of developing and adapting to new ways of working as well as requiring a cultural change to align to the Adult Social Care Strategy that promotes independence, looks for alternative solutions outside of formal social care and aims to provide short term support to help people regain independence before considering longer term options.

Statutory and Policy Implications

14. 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

15. The cost of establishing the temporary Band D HR Project Manager for 12 months from January are **£49,919** (including on-costs). As set out in this report, all associated costs will be met by grant funding available to the Adult Social Care and Health Department.

Human Resources Implications

16. This proposal will ensure that the ASCH Workforce Development programme is closely aligned with the corporate workforce strategy.

RECOMMENDATION

1. It is recommended that Members approve the establishment of the additional post of a temporary 12 month Band D HR Project Manager as part of the corporate Workforce and Organisational Development Team structure, to support the ASCH Workforce Development Project, with effect from January 2016.

Marjorie Toward

Service Director, Customers and Human Resources, Resources Department

Jane North, Programme Director Transformation, Adult Social Care & Health and Public Protection

For any enquiries about this report please contact:

Stacey Roe

Strategic Development Manager, Adult Social Care Transformation Team

Adult Social Care & Health and Public Protection Stacey.roe@nottscg.gov.uk

or

Helen Richardson

Senior Business Partner, Workforce Planning and Organisational Development Team.

Resources Helen.Richardson@nottscg.gov.uk

HR Comments (CLG 17/12/15)

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

Constitutional Comments (SMG 23/12/2015)

18. The proposals in this report fall within the remit of this Committee.

19. The Employment Procedure Rules provide that the report to Committee include the required advice and HR comments and that the recognised trade unions be consulted on all proposed changes to staffing structures (and any views given should be fully considered prior to a decision being made).

Financial Comments (CSB 23/12/2015)

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

Background Papers and Published Documents

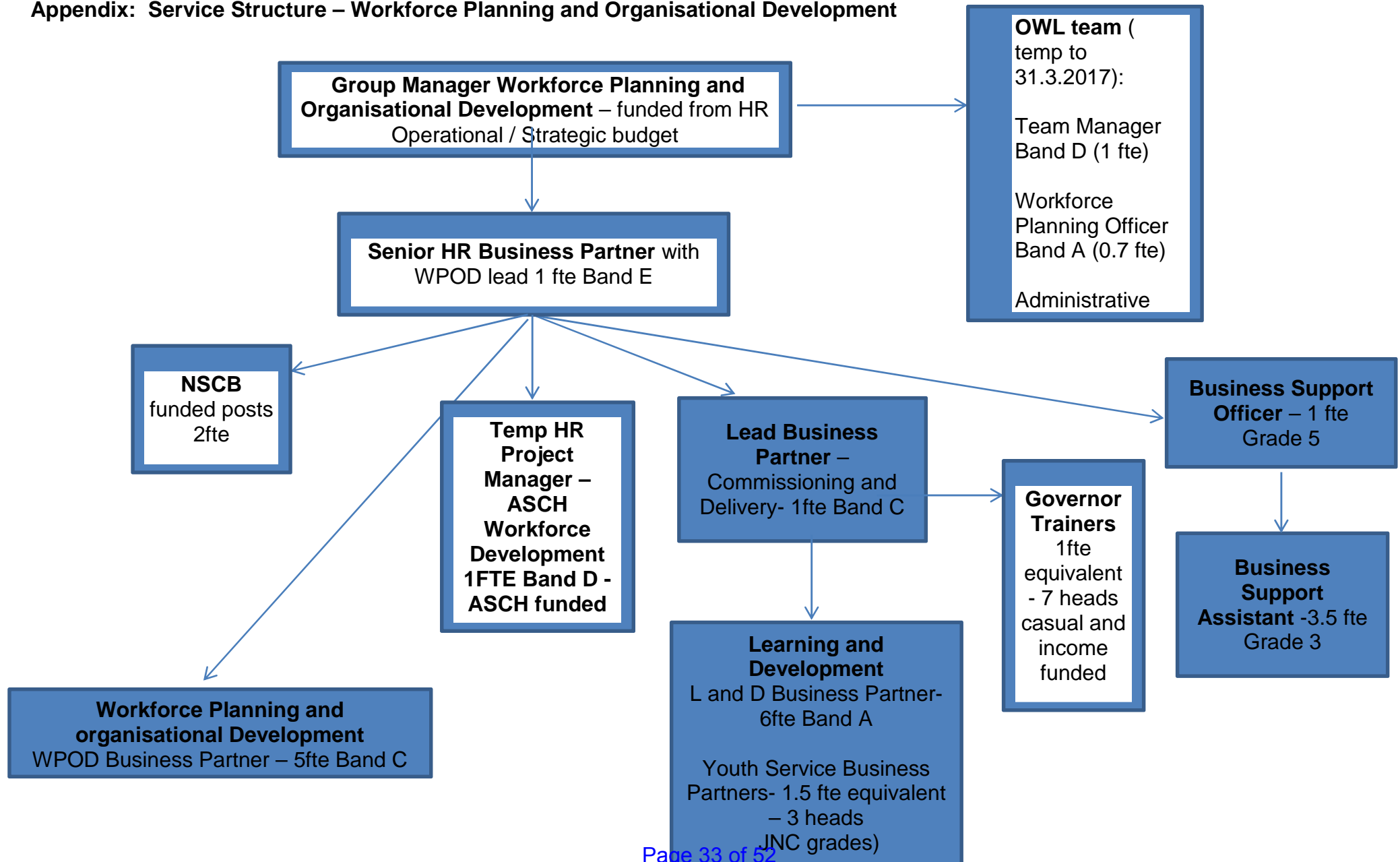
Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- [Approval of the Adult Social Care Strategy](#)
- [Revision of the Adult Social Care Strategy](#)

Electoral Division(s) and Member(s) Affected

- All

Appendix: Service Structure – Workforce Planning and Organisational Development



20 January 2016

Agenda Item: 8

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

1. This report provides the 8 monthly performance reports for the Schools and Academies Catering and Facilities Management Services for the period ending 30th November 2015.

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.

Performance ReportsSchool Catering

3. The Schools Catering Service served an average 44,578 meals per day over the 8 month period representing an increase of 10.2% on 2014/15 in total meal numbers.
4. Overall cumulative uptake for the year is now 63.3% in primaries and 51.1% in academies/secondary schools sector. This compares to 63.4% and 48.5% in the previous year respectively.
5. Take-up of Universal Infant Free School Meals (UIFSM) for 2015/16 is 79.3% compared to 78.4% in the previous year. Anecdotal evidence suggests that actual national levels currently range between 75% and 90%. 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 free school meals are recorded at a 76.5% take-up.
7. Expenditure on both food and wages remain within budget forecasts for the year to date and projected contributions are expected to be achieved.
8. The School Catering has received a letter of notice for the catering services at Wainwright, Queen Elizabeth and Leamington (School Partnership Trust) for the

current contract to terminate on the 31st March 2016. Tendering strategy in this respect is currently being undertaken. Financial modelling for the tender took place in December with completion and submission scheduled for early January 2016.

9. After discussions with Highways at Bilsthorpe Depot, it has been confirmed that the current employee catering operated by C&FM will continue at Bilsthorpe Depot when the joint venture becomes operational.
10. Two of the most significant C&FM contracts are currently out to tender – i.e. fresh meat and dairy/greengrocery. A third; frozen products, has recently been awarded to Brakes. The value of these contracts is in the region of £7.6M. All contracts include emphasis on sourcing local produce.
11. Spring menu development for schools catering is already underway. Photography took place in December 2015. Menu and materials delivery logistics are now well established. The theme is focused on dairy produce. In terms of future concepts, marketing is through digital presentation of menus rather than paper format. This represents savings in production, distribution and wastage.

Overall Performance

Financial

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Revised Annual Budget (£000's)	Forecast Outturns (£000's)
Turnover	13,091	13,163	72	20,866	20,866
Direct Costs	11,570	11,698	(128)	18,159	18,159
Indirect costs	942	883	59	1,374	1,374
Overhead and Support Costs	559	559	0	839	839
Net Surplus - Deficit	21	24	3	195	195

Meal Numbers

Meal Numbers (000's)	Actual to date	Budget	Variance
Primary - Free Meals	562	562	0
Primary - Paid Meals	1,263	1,248	15
Universal Infant Free Meals	2,126	2,117	9
Secondary	1,515	1,505	10
Specials	31	31	0
Total	5,497	5,463	34

Facilities Management (FM) Services

12. Operating performance for both the traded building cleaning service and grounds maintenance services started the first part of the year on target.
13. The Committee will recall that the pricing strategy for the FM Services is phased over the medium-term in order to safeguard buy-back levels but ultimately to achieve a break-even position. This was based on 2 year plan with a 3% increase in prices for 2015/16 and 2016/17, with an underlying assumption that front-line wages will have a 3% increase. The actual figure is 5% with effect from November 2015 which has increased operating costs of the business. The shortfall will be funded from trading reserves at the end of the financial year.
14. It is pleasing to report to the Committee that good operating performance is being achieved and a number of customer compliments have recently been received.
15. The levels of buyback for 2015/16 remain encouraging with a number of losses being offset by a number of gains.
16. The financial performance is ahead of target despite the fact that in the first quarter the business performance tends to be slow but this year the turnover is high. The actual results are expected to improve further due the fact that it would result in lower sub-contracted costs during the remainder of the summer/autumn and because of better performance in the first quarter.
17. There is a tighter control over costs and as a result operating margins are higher than was predicted at the beginning of the year. All being well in the remainder of the year, satisfactory results are predicted.
18. In addition, planned savings in the FM budgets for county offices are on course to be delivered.
19. i-clean were commissioned to provide an overview of our building cleaning regimes within major county offices. The results were received in mid-December and the outcomes will be included in the next update report.
20. Work is also underway with the improvement programmes, smarter ways of working, and corporate business support teams to review operating regimes within county offices and in developing a service delivery model across the county office estate that is in line with the resource hub approached operating in both County Hall and Trent Bridge House. This is most advanced at Lawn View House.
21. It should be noted that Chilwell School has given formal notice to terminate their contract for building cleaning and landscape services on the 31st March 2016. Work is underway to remodel our offer and retain the contract. This is being viewed as an early opportunity to test the City/County joint tendering model.
22. Feedback from the Services for Schools event has been largely positive. Pricing models are now being developed for 2016/2017.
23. *Attached **Appendices i and ii** show the performance of all the services in graphs.*

Overall Financial Performance

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Revised Annual Budget (£000's)	Forecast Outturn (£000's)
Turnover	9,081	9,085	4	13,625	13,625
Direct Costs	8,116	8,115	1	12,230	12,230
Indirect costs	720	745	(25)	1,090	1,090
Overhead and Support Costs	530	530	0	795	795
Net Surplus - Deficit	(285)	(305)	(20)	(490)	(490)

County Hall Facilities Management

24. In response to comments made at the previous Committee meetings a number of actions have been undertaken and improvements planned at County Hall and Trent Bridge House. Members of the Committee will be updated as appropriate.

Training and Development

25. Training over 2500 employees dispersed over nearly operational 400 units across the county remains both a priority and a challenge. Eight NCC/Lenovo tablets were deployed across schools catering training. The electronic kitchen manager project (Cypad) will facilitate our training requirements across all school kitchens. Cypad also has the ability to encompass our inspection and audit requirements with report capability.

26. There are a number of training modules and courses which cover areas such as safeguarding children, food safety, control of substances, FM services, and health and safety.

27. 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 involvement.

28. The Committee is aware that the Schools Catering Service has achieved and continues to hold the Gold Food for Life Award.

29. The City/County project continues since the change of project personnel at City. An initial project meeting took place 14.12.15 with City colleagues. A number of workshops have now been set up for the remainder of December 2015 and January 2016. A full progress report will follow.

30. C&FM senior management are planning two ½ day sessions in February 2016 designed to refocus attention on specific areas of accountability i.e. Procurement, HR, Business Support, Communications and Health & Safety.

31. All C&FM managers have now been issued with tablet devices to improve efficiency; specifically mobile working.

Other Options Considered

32. None – report for noting only

Reasons for Recommendation

33. 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

34. 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

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

RECOMMENDATION

1) That the Committee notes the contents of this report.

Jas Hundal
Service Director
Transport, Property & Environment

For any enquiries about this report please contact: Shane Grayson
Acting Group Manager – Catering & Facilities Management

Constitutional Comments

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

Financial Comments

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

Facilities Management Performance Report Period 8 (2015-16)

Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance

FINANCIAL

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																				
Labour costs as % of turnover - Landscape services	Lower value	<div><div>Actual</div><div>39.66%</div><div>Target</div><div>40.58%</div><div></div><div>On or above target</div></div>	<div><div>Labour costs as % turnover - Landscape Services</div><table><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Jan-15</td><td>36.06%</td><td>36.06%</td></tr><tr><td>Feb-15</td><td>35.55%</td><td>35.55%</td></tr><tr><td>Mar-15</td><td>35.37%</td><td>35.37%</td></tr><tr><td>Apr-15</td><td></td><td>34.84%</td></tr><tr><td>May-15</td><td>34.84%</td><td>34.84%</td></tr><tr><td>Jun-15</td><td>32.90%</td><td>32.90%</td></tr><tr><td>Jul-15</td><td>40.80%</td><td>40.80%</td></tr><tr><td>Aug-15</td><td>40.59%</td><td>40.59%</td></tr><tr><td>Sep-15</td><td>39.68%</td><td>39.68%</td></tr><tr><td>Oct-15</td><td>38.56%</td><td>38.56%</td></tr><tr><td>Nov-15</td><td>39.66%</td><td>39.66%</td></tr></tbody></table></div>	Month	Actual (%)	Target (%)	Jan-15	36.06%	36.06%	Feb-15	35.55%	35.55%	Mar-15	35.37%	35.37%	Apr-15		34.84%	May-15	34.84%	34.84%	Jun-15	32.90%	32.90%	Jul-15	40.80%	40.80%	Aug-15	40.59%	40.59%	Sep-15	39.68%	39.68%	Oct-15	38.56%	38.56%	Nov-15	39.66%	39.66%	
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																				
Labour costs as % of turnover - Building Cleaning	Lower value	<div><div>Actual</div><div>83.62%</div><div>Target</div><div>83.38%</div><div></div><div>Below target</div></div>	<div><div>Labour costs as % turnover - Landscape Services</div><table><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Jan-15</td><td>82.21%</td><td>82.21%</td></tr><tr><td>Feb-15</td><td>81.99%</td><td>81.99%</td></tr><tr><td>Mar-15</td><td>82.26%</td><td>82.26%</td></tr><tr><td>Apr-15</td><td></td><td>65.98%</td></tr><tr><td>May-15</td><td>65.98%</td><td>65.98%</td></tr><tr><td>Jun-15</td><td>74.49%</td><td>74.49%</td></tr><tr><td>Jul-15</td><td>85.31%</td><td>85.31%</td></tr><tr><td>Aug-15</td><td>85.15%</td><td>85.15%</td></tr><tr><td>Sep-15</td><td>85.02%</td><td>85.02%</td></tr><tr><td>Oct-15</td><td>85.37%</td><td>85.37%</td></tr><tr><td>Nov-15</td><td>83.62%</td><td>83.62%</td></tr></tbody></table></div>	Month	Actual (%)	Target (%)	Jan-15	82.21%	82.21%	Feb-15	81.99%	81.99%	Mar-15	82.26%	82.26%	Apr-15		65.98%	May-15	65.98%	65.98%	Jun-15	74.49%	74.49%	Jul-15	85.31%	85.31%	Aug-15	85.15%	85.15%	Sep-15	85.02%	85.02%	Oct-15	85.37%	85.37%	Nov-15	83.62%	83.62%	
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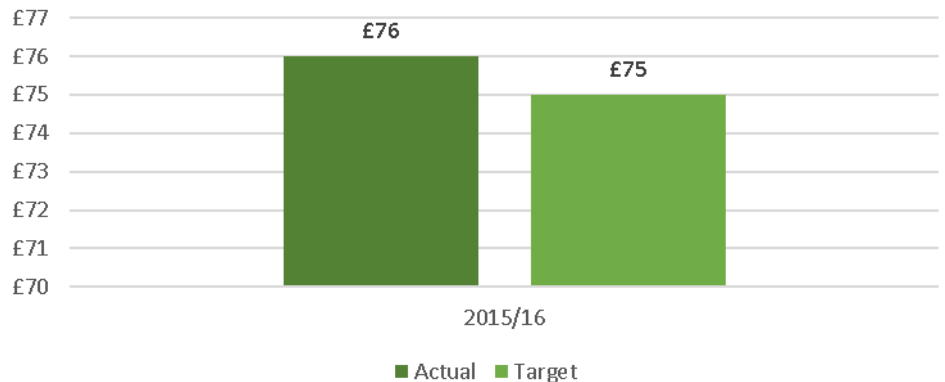
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Turnover - Landscape Services	Higher value	<div><div>Actual</div><div>£1,465,000</div></div> <div><div>Target</div><div>£1,429,000</div></div> <div><div>On or above target</div></div>	<div><div>Turnover - Landscape Services</div></div>	


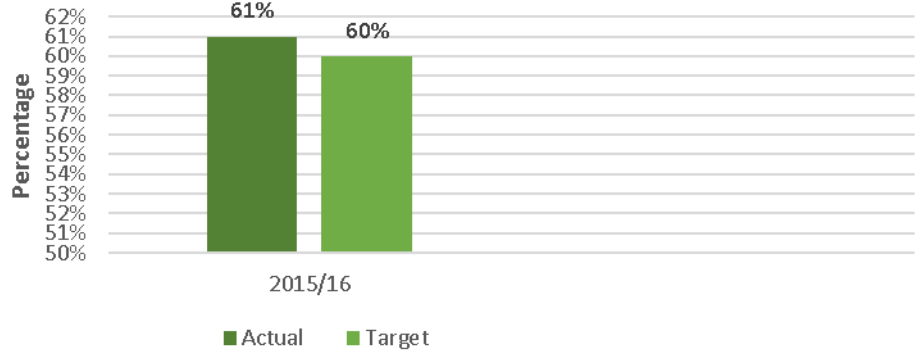
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Turnover - Building Cleaning	Higher value	<div><div>Actual</div><div>£7,619,,000</div></div> <div><div>Target</div><div>£7,651,000</div></div> <div><div>Below target</div></div>	<div><div>Turnover - Building Cleaning</div></div>	

Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance PERFORMANCE


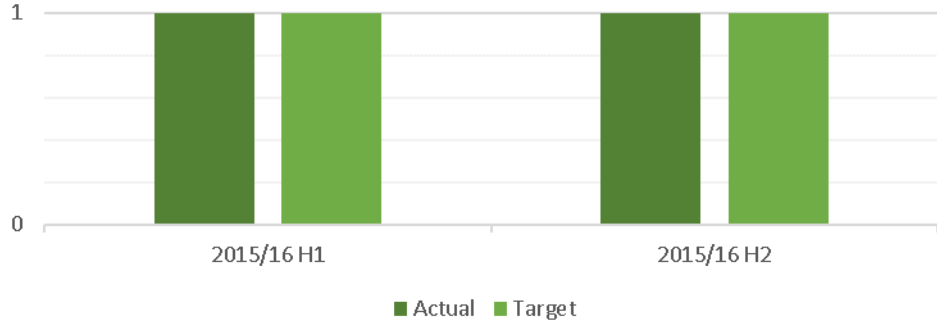

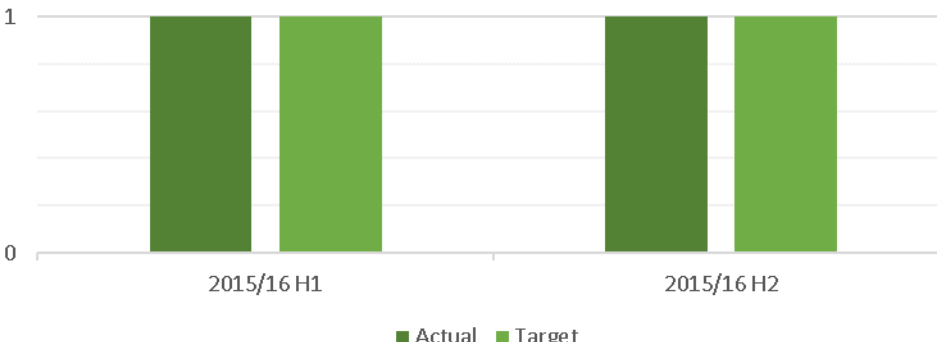
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																				
Contribution - Landscape Services	Higher value	<div><div>Actual</div><div>£266,000</div><div>Target</div><div>£239,000</div><div></div><div>On or above target</div></div>	<div><div>Contribution - Landscape Services</div><table><thead><tr><th>Month</th><th>Actual (Thousand)</th><th>Target (Thousand)</th></tr></thead><tbody><tr><td>Jan-15</td><td>£338</td><td>£338</td></tr><tr><td>Feb-15</td><td>£393</td><td>£350</td></tr><tr><td>Mar-15</td><td>£383</td><td>£383</td></tr><tr><td>Apr-15</td><td>-</td><td>-</td></tr><tr><td>May-15</td><td>£222</td><td>£150</td></tr><tr><td>Jun-15</td><td>£253</td><td>£200</td></tr><tr><td>Jul-15</td><td>£171</td><td>£125</td></tr><tr><td>Aug-15</td><td>£170</td><td>£150</td></tr><tr><td>Sep-15</td><td>£187</td><td>£175</td></tr><tr><td>Oct-15</td><td>£254</td><td>£200</td></tr><tr><td>Nov-15</td><td>£266</td><td>£225</td></tr></tbody></table></div>	Month	Actual (Thousand)	Target (Thousand)	Jan-15	£338	£338	Feb-15	£393	£350	Mar-15	£383	£383	Apr-15	-	-	May-15	£222	£150	Jun-15	£253	£200	Jul-15	£171	£125	Aug-15	£170	£150	Sep-15	£187	£175	Oct-15	£254	£200	Nov-15	£266	£225	
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																				
Contribution - Building Cleaning	Higher value	<div><div>Actual</div><div>£703,000</div><div>Target</div><div>£726,000</div><div></div><div>Below target</div></div>	<div><div>Contribution - Building Cleaning</div><table><thead><tr><th>Month</th><th>Actual (Million)</th><th>Target (Million)</th></tr></thead><tbody><tr><td>Jan-15</td><td>£926</td><td>£926</td></tr><tr><td>Feb-15</td><td>£1,070</td><td>£850</td></tr><tr><td>Mar-15</td><td>£1,138</td><td>£950</td></tr><tr><td>Apr-15</td><td>-</td><td>-</td></tr><tr><td>May-15</td><td>£752</td><td>£750</td></tr><tr><td>Jun-15</td><td>£691</td><td>£680</td></tr><tr><td>Jul-15</td><td>£365</td><td>£350</td></tr><tr><td>Aug-15</td><td>£491</td><td>£450</td></tr><tr><td>Sep-15</td><td>£592</td><td>£550</td></tr><tr><td>Oct-15</td><td>£627</td><td>£600</td></tr><tr><td>Nov-15</td><td>£703</td><td>£726</td></tr></tbody></table></div>	Month	Actual (Million)	Target (Million)	Jan-15	£926	£926	Feb-15	£1,070	£850	Mar-15	£1,138	£950	Apr-15	-	-	May-15	£752	£750	Jun-15	£691	£680	Jul-15	£365	£350	Aug-15	£491	£450	Sep-15	£592	£550	Oct-15	£627	£600	Nov-15	£703	£726	
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Buy Back Levels - Building Cleaning	Higher value	Actual £76 (Provisional) Target £75 (Provisional)  On or above target	<p>Buy Back Levels - Building Cleaning</p>  <p>2015/16</p> <p>■ Actual ■ Target</p>	Provisional actual data

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Buy Back Levels - Grounds Maintenance	Higher value	Actual 61% (Provisional) Target 60% (Provisional)  On or above target	<p>Buy Back Levels - Grounds Maintenance</p>  <p>2015/16</p> <p>■ Actual ■ Target</p>	Provisional actual data


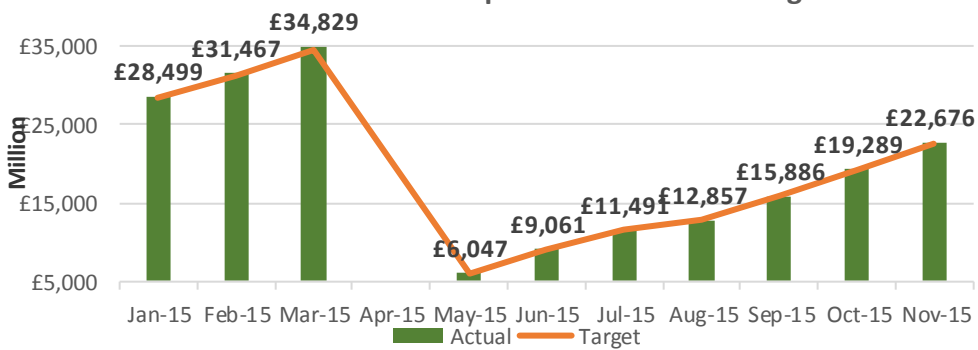

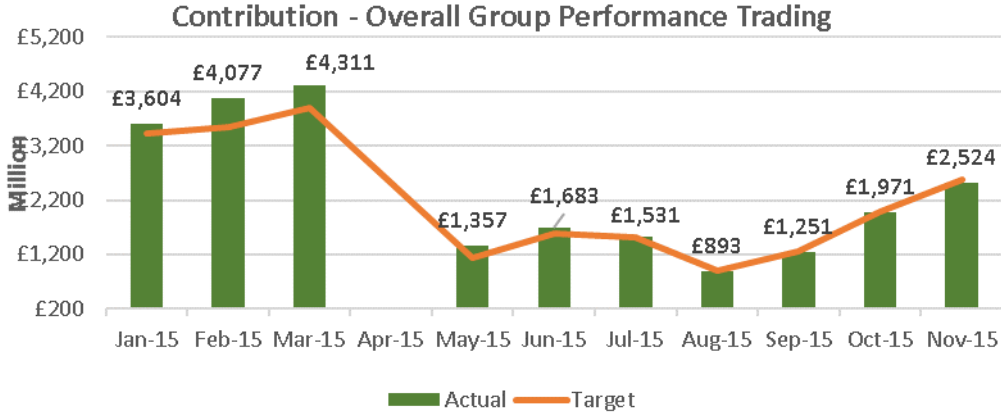
EXTERNALLY ASSESSED QUALITY STANDARDS


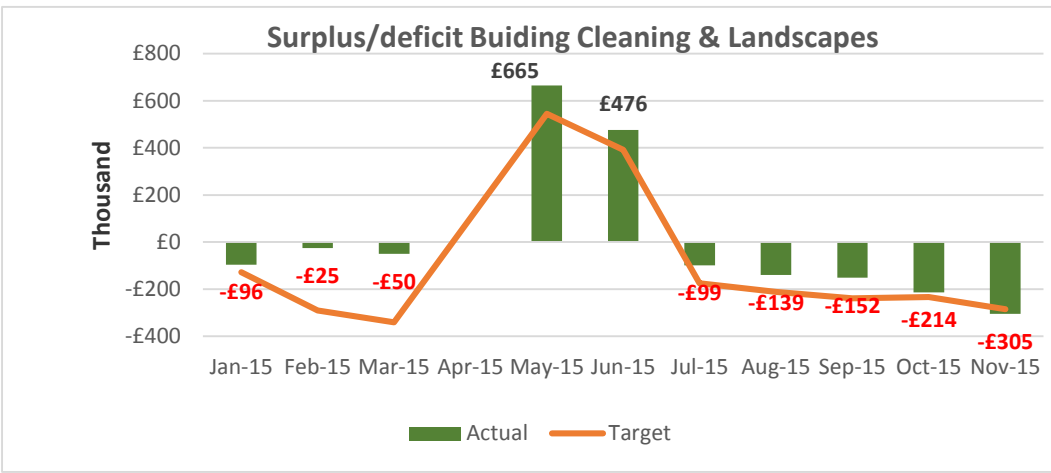
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management	Higher value	Actual Yes Target Yes  On or above target	<p>Retain Occupational Health & Safety Advisory Services (OHSAS)18001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

Facilities Management - West Bridgford Campus; Catering West Bridgford FINANCIAL





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>51.90%</div><div>Target</div><div>53.11%</div><div></div><div>On or above target</div></div>	<div><div>Labour Costs as % of Turnover - West Bridgford Campus Catering</div><table><thead><tr><th>Month</th><th>Actual (%)</th></tr></thead><tbody><tr><td>Jan-15</td><td>55.78%</td></tr><tr><td>Feb-15</td><td>55.62%</td></tr><tr><td>Mar-15</td><td>53.55%</td></tr><tr><td>Apr-15</td><td>61.50%</td></tr><tr><td>May-15</td><td>55.93%</td></tr><tr><td>Jun-15</td><td>52.54%</td></tr><tr><td>Aug-15</td><td>59.83%</td></tr><tr><td>Sep-15</td><td>56.71%</td></tr><tr><td>Oct-15</td><td>54.00%</td></tr><tr><td>Nov-15</td><td>51.90%</td></tr></tbody></table></div>	Month	Actual (%)	Jan-15	55.78%	Feb-15	55.62%	Mar-15	53.55%	Apr-15	61.50%	May-15	55.93%	Jun-15	52.54%	Aug-15	59.83%	Sep-15	56.71%	Oct-15	54.00%	Nov-15	51.90%												
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Food costs as % of turnover - West Bridgford Campus Catering	Lower value	<div><div>Actual</div><div>44.19%</div><div>Target</div><div>45.47%</div><div></div><div>On or above target</div></div>	<div><div>Food Costs as % of Turnover - West Bridgford Campus Catering</div><table><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Jan-15</td><td>47.71%</td><td>45.47%</td></tr><tr><td>Feb-15</td><td>46.99%</td><td>45.47%</td></tr><tr><td>Mar-15</td><td>48.42%</td><td>45.47%</td></tr><tr><td>Apr-15</td><td>45.13%</td><td>45.47%</td></tr><tr><td>May-15</td><td>41.15%</td><td>45.47%</td></tr><tr><td>Jun-15</td><td>44.27%</td><td>45.47%</td></tr><tr><td>Aug-15</td><td>46.54%</td><td>45.47%</td></tr><tr><td>Sep-15</td><td>46.94%</td><td>45.47%</td></tr><tr><td>Oct-15</td><td>47.96%</td><td>45.47%</td></tr><tr><td>Nov-15</td><td>44.19%</td><td>45.47%</td></tr></tbody></table></div>	Month	Actual (%)	Target (%)	Jan-15	47.71%	45.47%	Feb-15	46.99%	45.47%	Mar-15	48.42%	45.47%	Apr-15	45.13%	45.47%	May-15	41.15%	45.47%	Jun-15	44.27%	45.47%	Aug-15	46.54%	45.47%	Sep-15	46.94%	45.47%	Oct-15	47.96%	45.47%	Nov-15	44.19%	45.47%	
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Facilities Management - Overall

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																				
Turnover - Overall Group Performance - Trading	Higher value	<div><div>Actual</div><div>£22,676,000</div><div>Target</div><div>£22,590,000</div><div></div><div>On or above target</div></div>	<div><div>Turnover - Overall Group Performance - Trading</div><table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Jan-15</td><td>£28,499</td><td>£28,499</td></tr><tr><td>Feb-15</td><td>£31,467</td><td>£31,467</td></tr><tr><td>Mar-15</td><td>£34,829</td><td>£34,829</td></tr><tr><td>Apr-15</td><td></td><td></td></tr><tr><td>May-15</td><td>£6,047</td><td>£15,000</td></tr><tr><td>Jun-15</td><td>£9,061</td><td>£15,000</td></tr><tr><td>Jul-15</td><td>£11,491</td><td>£15,000</td></tr><tr><td>Aug-15</td><td>£12,857</td><td>£15,000</td></tr><tr><td>Sep-15</td><td>£15,886</td><td>£15,000</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></tbody></table></div>	Month	Actual	Target	Jan-15	£28,499	£28,499	Feb-15	£31,467	£31,467	Mar-15	£34,829	£34,829	Apr-15			May-15	£6,047	£15,000	Jun-15	£9,061	£15,000	Jul-15	£11,491	£15,000	Aug-15	£12,857	£15,000	Sep-15	£15,886	£15,000	Oct-15	£19,289	£19,289	Nov-15	£22,676	£22,676	
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Surplus/deficit - Building Cleaning & Landscapes	Higher value	Actual -£305,000 Target -£285,000  Below target	 <p>Surplus/deficit Building Cleaning & Landscapes</p> <p>Thousand</p> <p>£800 £600 £400 £200 £0 -£200 -£400</p> <p>Jan-15 Feb-15 Mar-15 Apr-15 May-15 Jun-15 Jul-15 Aug-15 Sep-15 Oct-15 Nov-15</p> <p>Actual Target</p> <p>Actual values: -£96, -£25, -£50, £665, £476, -£99, -£139, -£152, -£214, -£305 Target values: -£96, -£25, -£50, £665, £476, -£99, -£139, -£152, -£214, -£305</p>	

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

REPORT OF CORPORATE DIRECTOR, RESOURCES

WORK PROGRAMME

Purpose of the Report

1. To consider the Committee's work programme for 2015/16.

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
10 March 2016				
Employee health and Wellbeing and Sickness Absence Performance 2015/16 quarterly update at 31.12.15 (Quarter 3)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.12.15 (Quarter 3)	Update report	Information	Marje Toward	Claire Gollin
Catering & Facilities Management Performance Report – Period 10	Update report	Information	Jas Hundal	Shane Grayson
25 May 2016				
Employee Health and Wellbeing and Sickness Absence Performance 2015/16 quarterly update at 31.03.16 (Quarter 4)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.03.16 (Quarter 4)	Update report	Information	Marje Toward	Claire Gollin
Catering & Facilities Management Performance Report – Year End Period 12	Update	Information	Jas Hundal	Shane Grayson
20 July 2016				
Update on work based learning opportunities for young people	Update	Information	Marje Toward	Claire Gollin
Catering & Facilities Management Performance Report – Period 2	Update	Information	Jas Hundal	Shane Grayson

