

Personnel Committee

Wednesday, 01 July 2015 at 10:30

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

AGENDA

- 1 To note the appointment by the County Council on 14th May 2015 of Councillor Sheila Place as the Chair and Councillor Nicki Brooks as the Vice-Chair of the Personnel Committee.
- 2 To note the Personnel Committee membership:-
Councillors Maureen Dobson, Darren Langton, John Ogle, Tony Roberts MBE, Jacky Williams, Yvonne Woodhead and Liz Yates.
- 3 Minutes of the last meeting held on 11 May 2015 3 - 4
- 4 Apologies for Absence
- 5 Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary)
- 6 Revised Staffing Structure for the Occupational Health and Well-Being Service 5 - 12
- 7 Workforce Planning Update on Work Based learning Opportunities for Young People in Nottinghamshire 13 - 20
- 8 Update on NCC Leadership Development Programme 21 - 32
- 9 Establishment of a Social Care Centre for Knowledge and Practice Development 33 - 40
- 10 Operational Report - Catering and Facilities Management 41 - 62

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 Christine Marson (Tel. 0115 977 3825) 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 11 th May 2015 (commencing at 2.00 pm)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Sheila Place (Chairman)

Nicki Brooks (Vice Chairman)

A Maureen Dobson
 Darren Langton
 John Ogle
 Ken Rigby

A Tony Roberts MBE
 Liz Yates
 Yvonne Woodhead

OFFICERS IN ATTENDANCE

Julie Brailsford	Assistant Democratic Services Officer
Gill Elder	Group Manager, HR
Helen Fifoot	Team Manager, Schools Catering
Brian Fitzpatrick	Unison
Claire Gollin	Group Manager, HR
Jas Hundal	Service Director Transport, Property and Environment
Kevin McKay	Group Manager, Catering & Facilities Management
Martin Sleath	Branch Secretary, Unison
Marje Toward	Service Director, HR and Customer Service

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 18th March 2015, 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 (funeral) and Councillor Tony Roberts, MBE

DECLARATIONS OF INTEREST

There were no declarations of interest.

WORKFORCE PLANNING INFORMATION AS AT 31ST MARCH 2015

RESOLVED 2015/011

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.

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

RESOLVED 2015/012

1. To note the current level of performance in respect of sickness absence levels and the on-going trend of continuous improvement.
2. To agree a revised target for 2015/16 of 7.00 days sickness on average per employee per year by 1st April 2016,
3. To note the actions being taken to improve employee wellbeing as set out in the late draft of the Council's Employee Health and Wellbeing Action Plan and the achievements to date.

SCHOOL CUSTOMER SURVEY RESULTS – CATERING & FACILITIES MANAGEMENT SERVICES

RESOLVED 2015/013

That the report be noted,

WORK PROGRAMME

RESOLVED 2015/014

That the Committee's work programme be noted.

The meeting closed at 2.45pm

CHAIRMAN

11th May 2015

REPORT OF SERVICE DIRECTOR HR AND CUSTOMER SERVICE**REVISED STAFFING STRUCTURE FOR THE OCCUPATIONAL HEALTH
AND WELL-BEING SERVICE****Purpose of the Report**

1. The purpose of this report is to seek Member approval to changes in the structure of the Council's Occupational Health and Well-being Service within the HR and Customer Services division of the Environment and Resources Department.

Information and Advice:**Background**

2. The Council's Occupational Health Unit provides the full range of occupational health functions and health surveillance; including meeting statutory requirements and those of the Local Government Pension Scheme. It also plays a lead role in the strategic response to reducing sickness absence across the organisation. In addition, it operates as a sold service to schools, academies and external clients generating income for the Council. The unit also works in partnership with externally commissioned companies providing physiotherapy and counselling services.
3. The in-house service was subject to a previous formal service review and substantial savings on staffing and efficiencies in working practices were realised. As part of the ongoing process of ensuring best value for money, the potential to outsource the service to an external provider has been fully researched and it has been firmly established that the costs associated with this would considerably exceed those of the revised model. A mixed economy of service delivery now represents the best value for money available.
4. The delivery of the service has been affected by a national shortage of qualified Occupational Health Nurses and the inflation in market rates that this has generated, combined with the fact that many Occupational Health Nurses now choose to work on a free-lance or agency basis, means that they can obtain attractive pay rates.
5. The Council has experienced a significant rate of turnover amongst occupational health nurses in recent years and has found it difficult to recruit and retain suitably qualified practitioners. This has created a degree of reliance on agency workers at an inflated hourly rate which is £11 per hour higher than that cost of the Council's directly employed nurses. During 2014/15 this equated to around £9,000 of additional spend against the Occupational Health staffing budget.

6. Demand for services has steadily increased, including a rise in sold services to schools and other external customers, whilst the service has regularly carried unfilled vacant hours. This has created capacity issues which have led to an increase in waiting times for Occupational Health appointments in recent months and is beginning to impact on managers' ability to respond quickly to long term sickness absence cases.

Staffing Proposal

7. In order to maximise the planning and deployment of resources more effectively from an appropriately qualified clinical overview and increase customer responsiveness, thereby reducing waiting times, it is necessary to ensure that day to day operational decisions are made at the point of service delivery. The creation of a Senior Occupational Health Nurse Advisor post will ensure that service demand is forecast in advance and where this exceeds internal capacity, appropriate external services can be commissioned on a needs led basis.
8. The proposal set out in this report will also support the implementation of the Action Plan to deliver the Employee Health and Well-being Strategy and strengthen the operational delivery, responsiveness and sustainability of the Council's Occupational Health service through a mixed economy of internal and commissioned provision.
9. The current clinical nursing establishment is 2 fte post on Band B, plus a market factor supplement, which was approved by Pay Board. This was required due to continued difficulty in recruiting and retaining permanent Occupational Health Nurse Advisors within the context of the national shortage of suitable qualified and experienced nurse advisors.
10. Both Occupational Health Nurse Advisor posts and the Business Support Officer are currently managed by a Senior HR Business Partner, based at Trent Bridge House, see **Appendix 1**. The proposal seeks to convert one of the clinical Nurse Advisor posts into a Senior Occupational Health Nurse Advisor, with overall day to day responsibility for all Occupational Health staff and the deployment of resources at the unit. The senior post will continue to report direct to the Senior HR Business Partner. See **Appendix 2**.
11. The new structure will also ensure that clinical management of resources is closer to the point of delivery and overall that the clinical and administrative functions more closely integrated. It is anticipated that the creation for high quality, suitably qualified nurse advisors will improve the overall quality of service provided and management and outcomes for staff and managers.
12. The post holder will also lead on supporting the employee wellbeing strategy, overseeing clinical governance arrangements and play a lead role in seeking national accreditation of the national SEQOHS (Safe, Effective, Quality, Occupational Health Service) standard.

Other Options Considered

13. The proposed option is containable within existing budget. The maintenance of the status quo in the face of market shortages and increased demand could result in head teachers and managers being unable to adequately meet statutory requirements such as those under the Equality Act and impact on their ability to effectively manage staff absence.

14. The service review findings and operational experience has identified that the costs of buying in Occupational Health Nurse Advisor capacity, if the Council is unable to recruit and retain appropriate staff, would incur considerable additional cost to the authority.

Reasons for Recommendations

15. The recommendation will strengthen the clinical governance arrangements of the Occupational Health Unit; ensure that clinical decisions regarding the planning and deployment of resources are taken closer to the point of delivery; minimise the additional expenditure incurred by the use of agency nurses and ensure that the capacity to support the implementation of the action plan to deliver the Employee Health and Well-being Strategy is built into the current service model.

Statutory and Policy Implications

16. 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.

Financial Implications

17. The post has been evaluated at Band C. This equates to an additional staffing cost of £1,152 per annum, including on costs, and can be contained within the current overall Occupational Health Unit budget.

Equalities Implications

18. The restructuring of the service will be carried out in accordance with the County Council's employment and equality policies.

Human Resources Implications

These are set out within the body of the report. The recognised trades unions and affected staff have been consulted on the recommendations.

RECOMMENDATION

It is recommended that Elected Members approve the changes to the Occupational Health staffing structure effective 1 September 2015 as set out in this report.

Marjorie Toward

Service Director – HR and Customer Service

For any enquiries about this report please contact: Claire Gollin, Group Manager HR

Claire.gollin@nottscc.gov.uk or 0115 9773837.

Constitutional Comments (KK 09/06/15)

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

Financial Comments (SES 09/06/15)

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

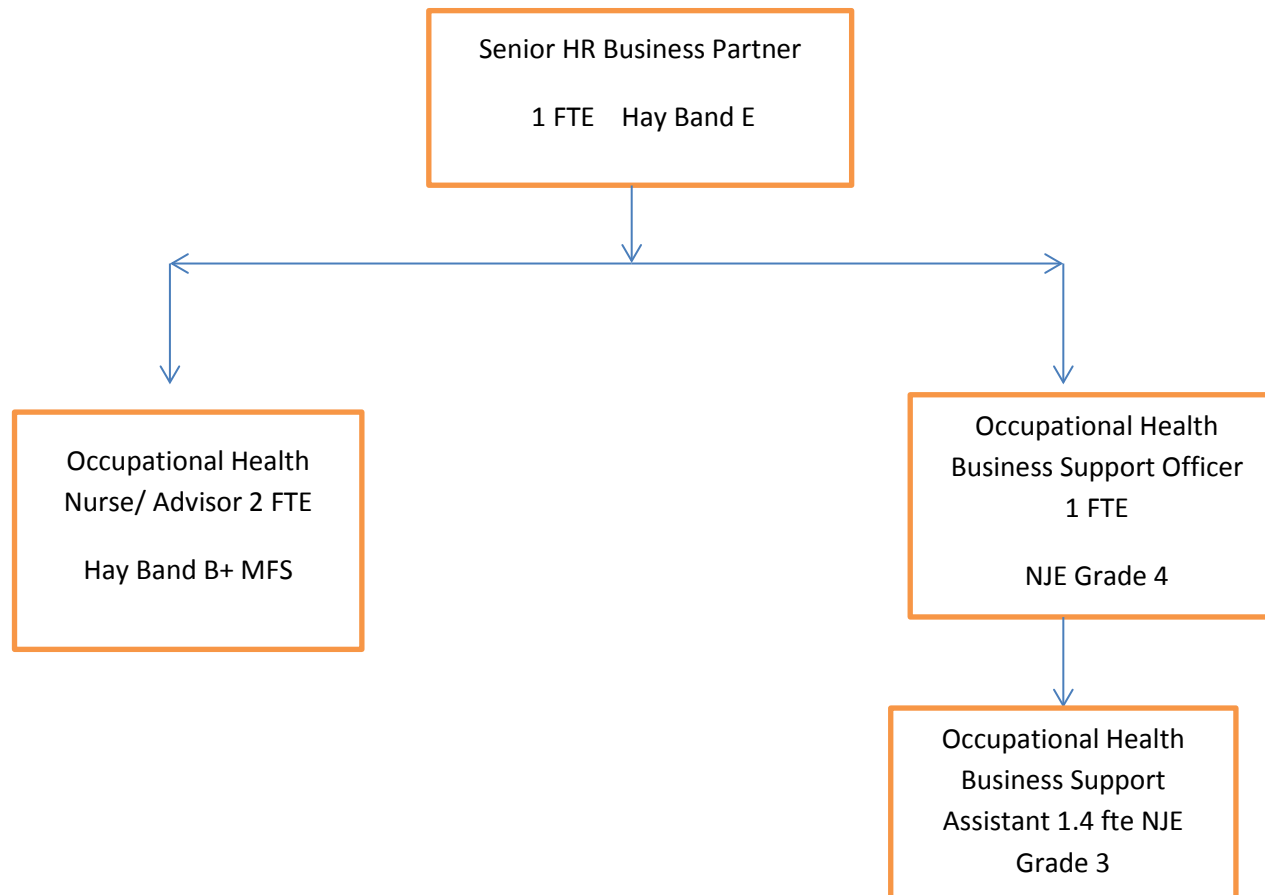
Background Papers and Published Documents

Trades union side comments.

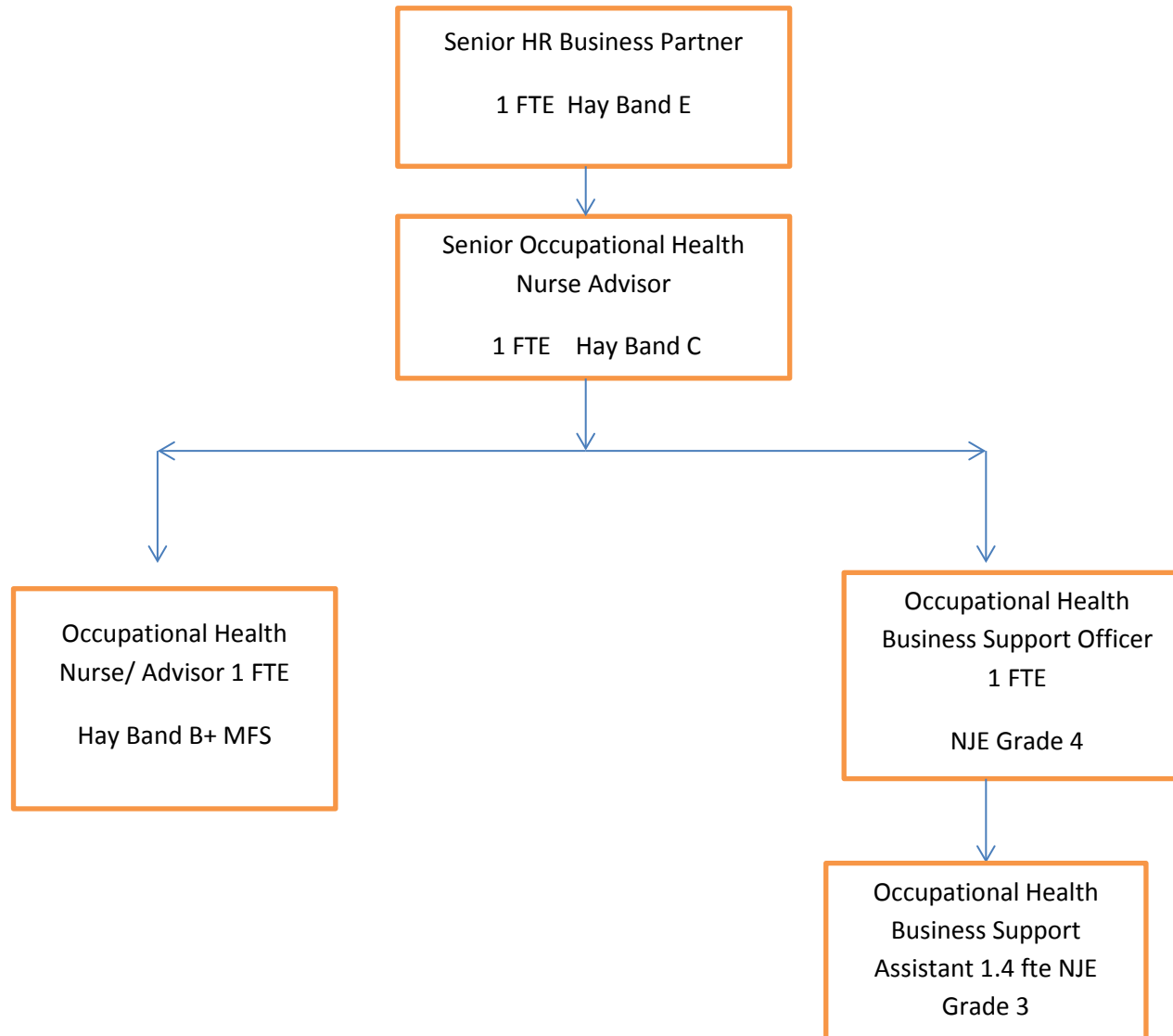
Electoral Division(s) and Member(s) Affected

All

Appendix 1 CURRENT STAFFING STRUCTURE – OCCUPATIONAL HEALTH AND WELL-BEING SERVICE.



Appendix 2: PROPOSED INTERIM STAFFING STRUCTURE – OCCUPATIONAL HEALTH AND WELL-BEING SERVICE (1.9.16-30.8.16).



REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE**WORKFORCE PLANNING: UPDATE ON WORK BASED LEARNING
OPPORTUNITIES FOR YOUNG PEOPLE IN NOTTINGHAMSHIRE****Purpose of the Report**

1. To update Personnel Committee on the range of schemes and initiatives which are focused on encouraging young people into the Council's workforce by providing experiential, work based, learning opportunities with Nottinghamshire County Council.

Information and Advice

2. There are a significant number of young people across Nottinghamshire who are not in Employment, Education or Training. In order to help address this the Council has put in place a number of schemes to encourage youth employment by offering work based learning opportunities for young people with the County Council. This also models good employment practice to other organisations across Nottinghamshire and helps encourage them to take similar action.
3. The most recent update report on the schemes in place to offer work based learning opportunities for young people came to Personnel Committee in November 2013. The schemes are now all managed and co-ordinated corporately through the Workforce and Organisational Development team on behalf of the wider Council. In the period since the last report there have been significant developments across the schemes which ensure they are more closely aligned with the Council's workforce planning priorities and better reflect priorities in the Strategic Plan.
4. The schemes in place contribute to the delivery of the Council's wider workforce strategy by helping to address imbalances in the age profile of its workforce by encouraging a greater number of young people to work for the Council. The schemes have the potential to provide progression routes to enable young people to develop a career within the County Council, particularly in areas where there are identified skill shortages.
5. These initiatives also support the Council's wider aspiration to support youth employment across Nottinghamshire as reported to the Economic Development Committee on 6th January 2015. This includes the use of the apprenticeship grant measure to increase the numbers of apprenticeships available to young people through grants to small and medium enterprises (SMEs) recruiting an apprentice for the first time.

Apprenticeship Scheme

6. The County Council continues to further develop its partnership with Futures Apprenticeships Agency to ensure that our internal apprenticeship scheme is an attractive proposition for local young people.
7. Since its inception in June 2011, 135 apprentices have accessed 152 placements with the County Council (there have been more placements than actual apprentices as some individuals have been supported to move on from intermediate to advanced level apprenticeships linked to higher level NVQ qualifications). The move from intermediate to advanced apprenticeships has occurred where it can be shown that the apprentice is capable of working at a higher level and this would significantly improve their employment prospects in certain fields (e.g. youth work).
8. The target number of placements over a rolling 12 month period was previously set at 50. As of 31st March 2015 there were 39 current apprentices in active placements with the Council with a further 23 placements advertised during April and May 2015 to ensure that the Council maintains its target. Following an increase in corporate funding, the target for 2015/16 has been increased to 60 placements in each rolling 12 month period.
9. Apprenticeships have been offered across all districts within the County with a particular emphasis on offering placements in those areas with higher levels of youth unemployment with the intention of attracting apprentices from those areas. The highest numbers of apprentices in the last 12 months are resident in the Ashfield area; followed by those from the Mansfield area.
10. More recently the Council has given the commitment that all Care Leavers who meet the criteria for an apprenticeship and wish to be considered for one will be offered an apprenticeship with the Council.
11. As well as the geographical spread, the success of the scheme also depends on placements being provided across a variety of services and departments. **For the 12 month from 1st April 2014**, this broke down as follows:

Department	Placements
Children, Families and Cultural Services	19
Environment and Resources	18
Adult Social Care and Health	3
Policy, Planning and Corporate Services	1
Public Health	0
Total	41

12. A significant development of the scheme has been the introduction of the age related National Minimum Wage. From April 2014, the Council moved away from paying its apprentices the government trainee rate of £90 per week to paying the national minimum wage. This supports the Council's commitment to fair pay and has improved the number and quality of applications for the Council's scheme.
13. The introduction of the minimum wage has also had a positive impact on the number of apprentices remaining on placement to complete their NVQ. Prior to this, around 40% of

apprentices did not complete the full apprenticeship. Since the minimum wage was introduced this has reduced to around 30%.

14. As well as encouraging apprentices to find employment within the County Council, the scheme is also designed to develop their knowledge, skills and experience and improve their career prospects. Managers are encouraged to support their apprentices in their job seeking efforts towards the end of their placement. Apprentices also receive support and careers advice from Futures as part of the programme. Around 80% of the apprentices with the County Council, who complete the scheme, go on to further or higher education or employment.
15. There has recently been an improved focus on enabling apprentices to access employment opportunities within the authority. Whilst there is no guarantee of a job within the County Council, under current vacancy control arrangements, managers are encouraged to consider applications from apprentices (after those relating to re-deployment have been considered as a priority), for appropriate vacant positions in their service areas.
16. So far both the Customer Service Centre and the Business Support Centre have been proactive in identifying entry level posts suitable for apprentices to apply for and successful in appointing apprentices to these posts. During the period 1st October 2014 to 31st March 2015, 14 apprentices have found employment opportunities with the authority straight from their apprentice placement.

National Graduate Development Programme

17. The Council has been involved in the Local Government Association's National Graduate Development Programme since 2009. The programme aims to build leadership capacity in local government; with a new cohort recruited annually.
18. Graduates recruited through the scheme become National Management Trainees employed by the County Council on a fixed-term two year contract during which they are provided with at least three placement opportunities with a strategic, operational and front line focus. This enables them to develop the leadership and management skills needed to help modernise and bring about improved services in local government.
19. During the period of their fixed term contract the trainees work on a series of projects to deliver operational and strategic priorities across the Council. To date these have included work on the children's social care transformation; child and family poverty strategy; troubled families; MASH; Care Act demand modelling; Deprivation of Liberties process review; Living at Home project; Adult Social Care scheduling of fieldwork assessments; Wellbeing Award –accreditation to gold level award; social work recruitment and retention; business support review and Nottinghamshire Growth Plan.
20. To date, 16 graduate trainees have been taken on by the County Council as part of the programme. There are currently four trainees on the scheme. While there is no guarantee of a job at the end of the scheme all 12 who have left the scheme so far, have secured employment, 5 of those with Nottinghamshire County Council.

21. The County Council is planning to recruit a further three graduates to the scheme as part of this year's recruitment with a start date within the authority of September/October 2015. The intention is that, at any one point, there will be 6 trainees on the scheme with NCC. Those finishing the scheme will hopefully go on to access appropriate positions within the County Council. This supports the Council to build a talent 'pipeline' to develop and retain leadership talent within the organisation.

Nottinghamshire Financial Management Training Scheme (CIPFA traineeships)

22. The current financial challenges facing the public sector have highlighted the need for high quality financial management support. A key consideration for local authorities and other public sector organisations is to ensure that there are sufficient numbers of suitably qualified finance managers in the future. The Nottinghamshire Finance Officers Group has recognised this as a priority which has seen the County Council lead on the development of a collaborative scheme where graduates are recruited to a 39 month programme to provide a range of experience whilst studying for their professional qualifications.

23. 9 trainees were recruited on to the scheme in July 2013 and a further 6 in July 2014. It has been agreed with all partners that there would be no new recruitment to the scheme this year. This is to enable the Council to review the current scheme and to consider a number of options as to how the scheme might be developed and expanded to include other financial trainees such as the new CIPFA apprentice programme.

24. Placements are rotated around participating organisations across the 39 month training period. Placements typically last for six months and are designed to provide trainees with the opportunity to experience a number of disciplines such as audit, management accounts etc. As well as the County Council, the participating organisations are:

- Ashfield District Council
- Bassetlaw District Council
- Mansfield District Council
- Newark & Sherwood District Council
- Nottinghamshire Police
- Nottinghamshire Fire and Rescue Service
- Nottingham City CCG
- Nottingham Healthcare Trust
- County Health Partnership
- Grant Thornton

25. As of the 31st March 2015 there were 13 trainees on the scheme. Of the 2 trainees who have left the scheme one did so to take up a substantive role with the County Council's Transformation Team and the other secured a permanent position with Broxtowe Borough Council.

26. Trainees recruited during July 2013 will soon be entering the final year of their traineeship and it is anticipated that a number of them will find positions within the finance teams of participating organisations.

Other professional traineeship opportunities

27. Other areas of service provide on the job training opportunities and access to specialist professional training for small numbers of employees. For example the health and safety and HR teams.
28. The Council is also an accredited training location for public health registrars and foundation year doctors. Colleagues in the Public Health Team offer supervision and training to health colleagues as part of their rotation. In return the Council benefits from the additional capacity and fresh ideas from the trainees.
29. A separate item on the agenda outlines the development of a Centre for Knowledge and Practice development for Social Care. Working in partnership with local universities, Nottingham City, Derbyshire County Council and Health colleagues; this will build on our previous good practice and ensure high quality training for social work students and qualified social work practitioners across the partnership, including offering work based placements.

Work Experience Placement Scheme

30. Short term, unpaid, work experience opportunities are offered by the Council in support of its aspiration to be an exemplar of good employment practice through encouraging people back into the workplace and engaging young people to consider the career options available to them in the local government and wider public sector.
31. The central co-ordination of placements for all services and locations across the County Council ensures the process for applications and allocation is consistent and streamlined. Placements are unpaid, typically last for up to two weeks and are offered across the authority for:
 - School pupils aged 14-18
 - School leavers
 - Undergraduates and graduates
 - People wanting a change of career
 - Returners to work.
32. Work experience applications are made through the County Council's website and whilst there is no guarantee of a placement, every effort is made to try and accommodate requests. For the period **1st April 2014 to 31st March 2015** 114 placements were arranged or are awaiting arrangement.
33. These placements have been spread across the Council's departments. A successful placement requires a considerable investment in managerial / supervisory time and the scheme relies on managerial commitment and participation.
34. A high number of placement requests fall outside of the current scope of the scheme. The Council is currently reviewing the focus of the work experience scheme with a view to broadening the range and duration of placements available and engaging more managers across the whole Council to improve the placement success rate.

35. Consideration is also being given to whether work placements of longer than 10 working days in duration and sandwich course/industrial placements could be offered more routinely. This includes working with the local Universities to identify potential placements for a wider range of students. Placements are already provided for social work students in social care settings.

Proposals for further development:

36. The Workforce and Organisational Development team are working closely with colleagues from across the Council to identify further opportunities to develop the various schemes across the Council including:

- Creating greater synergies with Economic Development Team in relation to the employment of apprentices in SME businesses across the county
- Integrating elements of the Apprentice and Work Experience schemes with other initiatives aimed at providing opportunities for Nottinghamshire Care Leavers to support the Council's corporate parenting responsibilities
- The adoption of the new national CIPFA Apprentice scheme to create career pathways for young people to gain employment in the public sector
- Engaging direct with Public Health colleagues to proactively explore the potential for further Work Based Learning opportunities
- Development of the regional Centre for Social Care Knowledge and Practice Development for Social Work training, for which NCC would be the lead partner, to be hosted in the corporate Workforce Planning and Organisational Development team
- Work more closely with District Councils to identify a wider range of employment opportunities.
- Ensure that the provision of apprenticeships is taken into account when developing arms length delivery models.

Other Options Considered

37. A range of options to continue and broaden the overall approach are currently under consideration.

Reason for Recommendations

38. To keep members informed of the range of initiatives to support work based learning opportunities available across the Council which support the strategic objective of increasing youth employment and enhance the Council's workforce capacity.

Statutory and Policy Implications

39. 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 and advice sought on these issues as required.

Financial Implications

40. Centrally allocated budget is available to enable managers to take on an Apprentices and some services also fund their own placements. Traineeships are centrally funded. There is no cost arising from the work experience scheme.

Human Resources Implications

41. The human resource issues are identified in the report. Any recruitment processes will be in line with agreed County Council policy and processes. The trade unions have previously been consulted on the apprenticeship scheme and have commented on the Council's approach.

Equality implications

42. The Council works actively with partner organisations to endeavour to attract a diverse cohort, representative of all protected characteristics, to participate in all of its experiential work based learning schemes.

RECOMMENDATIONS

It is recommended that Personnel Committee:

1. Note the achievements and focus to date of the Council's experiential work based learning initiatives.
2. Note the proposals for further developments of the schemes involved to ensure improved alignment with the Council's workforce planning priorities.
3. Agree to receive regular annual update reports, the next in July 2016.

Marjorie Toward
Service Director HR and Customer Service
Environment and Resources

For any enquiries about this report please contact: Helen Richardson Senior Business Partner, Workforce Planning and Organisational Development on helen.richardson@nottsc.gov.uk or 0115 9773466

Constitutional Comments (KK 09/06/15)

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

Financial Comments (SES 09/06/15)

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

Background Papers and Published Documents

Trades union side comments.

Electoral Division(s) and Member(s) Affected

All

REPORT OF SERVICE DIRECTOR HR AND CUSTOMER SERVICE**UPDATE ON NCC LEADERSHIP DEVELOPMENT PROGRAMME****Purpose of the Report**

1. To update members on the progress made with the Leadership Development Programme and to provide information on the next steps to be taken to support the next phase of leadership development across the Council.

Information and Advice

2. Effective leadership and management is core to the Council's ambition to be a high performing organisation, and, as a Learning Organisation, development of effective leadership capacity now and for the future is key to the successful delivery of organisational transformation.

Leadership Development activity

3. The initial stages of activity involved some specific targeted interventions aimed at the Corporate Leadership Team and Service Directors and involved input from Nottingham University. This was followed by a mandatory Leadership Development Programme for Group and Team Managers. This involved approximately 60 group managers and 350 team managers from across the Council. The group manager programme took place during 2013 and the team manager cohort ran from May to December 2014. The team manager programme was developed using learning and feedback from the group manager programme which was successfully delivered over the previous year.
4. The team manager programme was firmly rooted in Redefining Your Council and consisted of 4 core modules:
 - Ethical Leadership
 - The Council of the Future
 - Leadership Styles and Behaviours
 - Leadership for Outcomes.

These each involved a mix of external speakers and internal input; including sessions with the Leader of the Council and the Chief Executive. In addition to building leadership capacity; the aim of the programme was to create a leadership cohort across the Council and build dialogue and engagement with managers in the future transformation of the Council.

5. To further support these objectives; Action Learning Sets took place alongside the mandatory modules, facilitated by Group Managers and Service Directors. These allowed team managers the opportunity to reflect on learning from the programme and identify ways in which the leadership contribution of team managers could be enhanced and consider how they envisaged the role of managers going forward. Each Action Learning Set worked on the same theme which had been identified from feedback from managers from the previous mandatory module so that a wide variety of views could be obtained on the key issues which managers were identifying as needing to be addressed. The feedback from the Action Learning Sets was then fed into and used to shape the next module.
6. The team manager programme culminated in each Action Learning Set feeding back their ideas, suggestions and views to a member of the Corporate Leadership Team. The feedback focussed on views about what needs to change and the role of managers in this. Groups were asked to identify some specific things they are going to do to contribute to the Council's transformation.
7. The main themes to emerge from the feedback to the Corporate Leadership Team were:
 - The critical role of managers as change agents and ambassadors for cultural change with managers wanting to make changes in their own service area and contribute to the wider transformation of the Council.
 - The need for meaningful, open and transparent communication with and engagement of managers in change at an earlier stage and their critical role in delivering key messages and dialogue between staff, the public and senior managers.
 - The need to ensure consistent communication and messages from politicians, senior managers and front line managers.
 - The need to develop as a learning organisation; developing a coaching culture and sharing learning and ideas amongst ourselves and with key stakeholders and partners.
 - The importance of workforce development and succession planning and ensuring that this is supported by the Council's learning and development offer and that employees access this. This included the next phase of leadership development which managers wanted to be involved in developing themselves.
 - The need to look at the under-represented groups in senior management roles and to explore the reasons and identify actions to address this.
 - The need to develop a more commercial approach.
 - Managers were keen to embrace new technologies and media and could see a role for this in their service areas but some people felt that they needed support to gain confidence and make the best use of this to improve outcomes for local people most effectively.
8. Comprehensive feedback has been collected from team managers, analysed throughout the programme and discussed with team managers as part of the development of the programme and this has, and will be used, to shape future leadership development interventions.
9. An additional optional module provided the cohort with the opportunity for managers to have a specialist learning input in how to build their personal resilience and support others through change led by Professor Derek Mowbray, a nationally recognised expert who specialises in individual and organisational resilience. The attendance at these events

evaluated very positively and generated positive feedback. A further session was held for corporate and service directors which was also very well received.

The “Leadership Deal”

10. The outcomes from the programme and next steps were fed back to group and team managers at a series of Leadership Roadshows during April and May 2015. These events built on the progress made through the leadership programme and were led by the Leader of the Council and new Chief Executive with a focus on the future transformation of the Council and the role of managers in this. This included creating a “Leadership Deal” as part of the second phase of Redefining Your Council which clarifies the expectations of managers and sets out what support and tools managers can expect to undertake these roles. This was created using the feedback from team and group managers about how they saw their leadership role in the future and the support they would require to undertake these roles. This is set out in **Appendix A**.
11. The next phase of leadership development activity was also launched at the roadshows. Taking into account feedback from participants that they wish to directly influence transformation and influence the next phase of the programme; the focus of the follow up phase is to ensure that there is ongoing direct involvement and ownership by participants in taking forward and developing the leadership activity and influencing and owning organisational transformation. An interactive One Space site has been established so that managers can make further suggestions to add to the programme and can also volunteer to participate in focus groups and good practice workshops.
12. The continuance of the programme will be interactive and participative and will include:
 - Set piece interventions
 - Interactive Seminar events
 - Further Action Learning Sets
 - Workshops
 - Working groups and focus groups
 - Webinars and web chats
 - Subject specific briefings and webinars
 - Forums and roadshows

This will be supported by a range of on line support resources including a Leadership information centre and additional e-learning materials.

13. The delivery of the next phase of the Leadership Development Programme commences in July 2015 and initial activity includes:
 - A series of seminars facilitated by both internal and external expert speakers. Three interactive seminars on “Leadership in a Climate of Change” led by the Chief Executive have been launched to commence on 6th July
 - To support the development of a Coaching Culture a Coaching Programme delivered by Loughborough College has been developed which includes the July launch of a “Manager as Coach” programme designed to ensure that all managers use the core principles of

developing a workplace coaching culture in their day to day management and leadership activities

- A formal qualification Coaching course is also being launched in July to develop a network of internal Coaches accredited to the Institute of Leadership and Management (ILM) level 5 standard
- Information on other planned activity to support the leadership development is available at **Appendix B**. This is at a draft stage so that managers can contribute to its development.

Next Steps

14. Significant progress has been made to support the development of the Council as a Learning Organisation. This will be a key theme of the Council's new draft Workforce Strategy which, after a period of consultation over the summer, it is intended to launch in September.
15. To support this, and in response to feedback from managers, a refreshed version of the Competency Framework and the Employee Performance and Development Review (EPDR) will also be available to support the implementation of the Leadership Deal and the Workforce Strategy.

Other Options Considered

16. A wide range of additional options and modules and different ways of delivering the leadership programme have been suggested by managers. These are actively being considered and will be included in the programme in the future as appropriate.

Reasons for Recommendations

17. To keep members informed of the progress of the Leadership Development Programme and its contribution to Redefining Your Council to support the required culture change and aspiration of being a Learning Organisation and ensure the Council has the workforce it needs now and for the future.

Statutory and Policy Implications

18. 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.

Financial Implications

19. The funding for the Leadership Development Programme is part of the current budget available to the Workforce Planning and Organisational Development team to deliver the corporate offer.

Ways of Working Implications

20. As shared with Members at the November 2014 meeting, the introduction of the E-Learning platform and using BMS for booking on to learning events continues to support the transformation agenda.

Equalities Implications

21. Particular consideration for tailored activities for under represented groups at management levels across the Council will form part of the programme going forward. Members of under-represented groups will be involved in analysis of the issues and developing the approach.

Human Resources Implications.

These are set out in the body of the report. The recognised trades unions have been consulted and are supportive of the leadership development programme as a way to enable the Council to become an organisation where the views of front line employees are sought and they are effectively engaged in organisational change.

RECOMMENDATIONS

It is recommended that members:

- 1) Note the progress made to date with the Leadership Development Programme
- 2) Note the planned actions for the continuation of the leadership development activity
- 3) Agree to receive further reports relating to the progress of the Leadership Development Programme

Marjorie Toward
Service Director
HR and Customer Service

For any enquiries about this report please contact: Helen Richardson, Senior HR Business Partner helen.richardson@nottsc.gov.uk or 0115 9772070

Constitutional Comments (KK 11/06/15)

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

Financial Comments (SES 11/06/15)

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

Background Papers and Published Documents

Trades union side comments

Electoral Division(s) and Member(s) Affected

All



Appendix B - Leadership development and support – next phase

Activity	Supported by: (running alongside)
Set piece events/interventions <i>Input from experts on particular subject areas.</i> eg Resilience events with Derek Mowbray	Coaching programme <ul style="list-style-type: none"> • Training programme in place to establish network of internal coaches (ILM level 5) (commencing June 2015) • Supported by access to East Midlands Coaching Network where an external coach is more appropriate • Underpinned by “Manager as a coach” as part of LDP sessions to embed a coaching culture and identify future candidates for ILM 5 coaching training (June 2015 onwards)
Seminar events led by CLT or another internal speaker. <i>Presentation or talk on specific subject with opportunity for Q&A.</i> <ul style="list-style-type: none"> • Suggested first event is talk on leadership by Chief Executive (6th July 2015; 10th September 2015; 14th October 2015) • Subsequent events could include: <ul style="list-style-type: none"> -Talk/presentation by David Pearson on future shape of Adult Social Care and Health Services and/or integration with health - Political dynamics/governance/political engagement led by Jayne Francis-Ward with possible future workshop activity including members etc • Develop a programme of events in conjunction with CLT and publish. To include other public and private sector speakers. 	Effective supervision and EPDR. It is suggested that we: <ul style="list-style-type: none"> • Adopt a reflective practice approach across the Council – opportunity for honest and non-judgemental reflection as core part of supervision • Incorporate 360 degree feedback • Ensure managers identify learning and development and career development needs and potential opportunities as part of the process • Manager as a coach programme to ensure a coaching style and culture is developed
Sharing Learning/Good practice workshops <i>More interactive, shorter, smaller groups, less formal with dialogue and discussion and activities.</i> For example: <ul style="list-style-type: none"> • Workshop facilitated by Derek Highton on learning from setting up the Watersports and Children’s Centres contracts. • Commissioning – combine with above workshop • HR workshops to support e-learning material and current learning offer 	Learning pool/information centre to share ideas and examples and case studies of good practice and provide a resource for managers to use and add to. Team and group managers to develop as part of review of internal communications

<p>– practical examples. Eg performance management, change management.</p> <ul style="list-style-type: none"> • The procurement framework and effective procurement – Claire Winter and Legal Services <p>NB use outputs from this as part of resource library/case studies/ideas/learning portfolio for all managers and staff to access so share learning more widely</p> <p>Team and group managers to help identify topic areas and potential facilitators. Develop and publish programme.</p>	
<p>Lunch and learn/breakfast briefings/webinar <i>Internal briefing, short, focussed, to provide an update or information on particular subject areas with opportunity to ask questions to aid understanding. Consider most effective delivery method.</i> <i>More flexible in response to need and demand, particular issues as they arise</i> Eg Update on current position of MTFS by S151 officer as suggested by financial planning group Update on RYC progress- including transformation programmes. (Cross ref roadshows)</p>	<ul style="list-style-type: none"> • Action Learning Sets and other peer support networks including buddying for team managers • Opportunities for networking and working with other team managers within service areas and across the Council • Peer challenge and group work sessions on particular issues and areas of service
<p>New managers programme and specific team and group managers induction programme Establish a group of team and group managers to review existing content and develop new material and programme(s) in conjunction with Workforce and Organisational Development Team (WODT).</p>	<p>Team managers forums:</p> <ul style="list-style-type: none"> • Use departmental and existing development days and meetings to develop the conversations from LDP • Create new forum or extend roadshows or other existing meetings • Task and finish groups working on particular issues
<p>Generic Leadership and Management Skills Group of team and group managers, working with WODT, to develop the <i>next iteration of leadership development programme</i> to help translate theory into practice. Consider external accreditation. Suggestions from team managers for some of the practical skills areas and self-development and analysis tools include:</p>	<p>Career development and career pathways:</p> <ul style="list-style-type: none"> • Make better use of opportunities for job swap/exchanges; secondments; acting up, cross-cutting opportunities to broaden knowledge and experience • Involve group and team managers in review of policies to enable greater flexibility and support this

<p>Areas identified so far:</p> <ul style="list-style-type: none"> • Leadership styles/skills; leadership vs management; career development • Manager as a coach • Resilience • 360 degree feedback • People management – cross reference existing programme • Change management- cross reference existing programme • Develop new course -Commercial and business analysis and management. Could include developing business cases; business process re-engineering; account/client management; financial management; income generation; marketing services • Public speaking/presentations- cross reference existing programme • Specific input on commissioning activity 	<ul style="list-style-type: none"> • Progress work on job families, career pathways and broader talent management as part of the Workforce Strategy
<p>Existing e-learning programme and current learning offer</p> <p>A number of the areas suggested as future learning needs by team managers are already supported by the existing activities eg financial and budgetary management training; change management; training on HR policies and procedures</p> <p>WODT to review existing content and promote existing development opportunities. Review balance between face to face and on-line. Link to more practical “how to” workshops.</p> <p>Include clarification around e-learning and how it should be used (re-launch) and “permission” to access learning and development opportunities as agreed via EPDR/supervision process – learning culture.</p>	
<p>Digital/new technologies/social media etc</p> <p>ICT/Digital/WODT to work together to ensure training in these areas is part of the core learning and development offer to develop skills and confidence in these tools and ways of working and encourage creativity.</p> <p>Suggest on-line, web chat, webinar, drop in sessions and a network of champions is developed to support people back at their workplace.</p>	

This is being reflected in the revised competencies.	
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**JOINT REPORT OF THE:
SERVICE DIRECTOR FOR CHILDREN'S SOCIAL CARE
SERVICE DIRECTOR FOR HR AND CUSTOMER SERVICE**

**ESTABLISHMENT OF A SOCIAL CARE CENTRE FOR KNOWLEDGE AND
PRACTICE DEVELOPMENT**

Purpose of the Report

1. The report seeks approval for a temporary increase in the HR Workforce and Organisational Development staffing establishment to host a new Centre for Knowledge and Practice Development on behalf of a regional Teaching Partnership.
2. The establishment of the Centre for Knowledge and Practice Development is subject to a bid for temporary funding to the Department for Education (DfE) up until March 2016.

Information and Advice

3. Government intends to support a small number of early adopter teaching partnerships to test and refine new and innovative approaches to delivering high quality training for social work students and qualified social work practitioners.
4. Nottinghamshire County Council is the lead partner in a regional teaching partnership which covers both adults' and children's social work and includes:
 - a. Nottinghamshire County Council
 - b. Nottingham City Council
 - c. Derbyshire County Council
 - d. Nottinghamshire NHS Trust: Rampton Hospital
 - e. Nottingham Trent University
 - f. University of Nottingham.
5. The key ambitions of the regional Teaching Partnership are as follows:
 - a. to accept the highest calibre entrants onto courses through adherence to UCAS points and robust additional testing to demonstrate values and intellectual and academic ability.
 - b. to fully embed the Chief Social Workers' Knowledge and Skills statements and provide a strong focus on specialisms.
 - c. to provide every student with at least one but preferably two placements, relevant to their specialism, in statutory settings by March 2016.
 - d. to increase the numbers of frontline practitioners and their managers providing "classroom" teaching in partnership with Higher Education Institutes.

6. To help achieve these ambitions, The Partnership Board submitted an application for funding to the DfE in June 2015. Below are the key points that featured in the Partnership's application.
7. The Teaching Partnership aims to increase the capacity of social work placements in employer organisations so that all students experience at least one but preferably two placements in statutory settings by March 2016. Partners will commit to agreed placement numbers.
8. The Partnership's vision is to achieve the highest standards of learning and development for children and adults social workers at all stages of their career including:
 - a. whilst social work students are qualifying and are on placement
 - b. whilst newly qualified social workers undertake their Assessed and Supported Year in Employment
 - c. continuous professional development throughout a qualified social worker's career.
9. This will be achieved by making the boundaries between Higher Education Institutes and employers more permeable, through increased use of experienced social workers on university teaching programmes and more academics returning to frontline social work practice for defined periods. Both these will assist in creating effective knowledge exchange.

Centre for Knowledge and Practice Development

10. The Teaching Partnership's vision to improve social work learning and development will be achieved by establishing a Centre for Knowledge and Practice Development.
11. As the lead partner, it is proposed that the Centre be hosted by Nottinghamshire County Council and reach across the partnership to coordinate knowledge exchange, disseminate learning resources and share innovative practice.
12. The Centre would be hosted by Nottinghamshire County Council but would be governed by the Partnership Board.
13. The establishment of the Centre will be presented at Children and Young People's Committee in conjunction with Children's Social Care's wider recruitment and retention strategy on 15 July 2015.
14. It is proposed that the Centre be hosted in the County Council's Workforce and Organisational Development Team on behalf of the Teaching Partnership.
15. Hosting the Centre in this service would align it to Nottinghamshire County Council's wider Workforce Planning activity and would ensure a clear focus across both adults' and children's social work.
16. The Centre would also build upon the current Workforce and Organisational Development Team by helping to enhance the support and development of placements for students from Nottingham Trent University and the University of Nottingham.

17. The Council will continue to develop relationships with other Universities such as Sheffield Hallam, the University of Lincoln and others so that students are placed successfully across the County.

Staffing

18. The Council has an integrated approach to workforce planning in order to ensure a consistent approach which supports the wider organisational transformation agenda. This is coordinated through the corporate Workforce and Organisational Development team within the corporate HR service.
19. This proposal would enhance the work on Social Work traineeships currently delivered through the corporate team which has an emphasis on placements and curriculum and the support and development of placements by bringing a wider focus on admissions, academic delivery, progression and academic experience of practice which will also improve the student experience.
20. This strengthened model of support for student placements will support the wider workforce planning agenda by encouraging students to seek employment with regional partners, including Nottinghamshire County Council, helping to address the recruitment and retention difficulties currently prevalent across social care and reduce reliance of agency staff.
21. It is therefore proposed that the Centre will be hosted within the Workforce and Organisational Development team and that the Senior HR Business Partner will manage the Centre Manager who will provide strategic leadership and be accountable to the Partnership Board.
22. The Centre Manager will lead a team of four Partnership Practice Educator Leads whose role will be to:
- increase the availability of qualified Practice Educators¹ to support students in social work placements which will in turn increase the number of placements available
 - change the organisational culture to one that holds learning and development at its core by working with managers and Practice Educators to support students more effectively as well as improve continuing professional development opportunities for staff
 - provide direct student supervision to a manageable cohort of students to help develop and test innovative learning materials and approaches.
23. There will be a mix of specialisms within the team of Partnership Practice Educator Leads (including the Centre Manager) although each post will be expected to work across the partnership. Specialisms include:
- Children and Families

¹ Practice Educators are professional social workers who support and guide students whilst on placement.

- Adults
- Mental Health

24. The Centre will also employ a fulltime administrative support officer to ensure the day to day running of the Centre and a part time data and performance analyst who will collate and analyse information to evidence the impact of the Centre and help target future activity.

25. The grades of staff are to be determined. The full list of staff shown in **Appendix A** includes:

- x1 FTE Centre Manager
- x4 FTE Partnership Practice Educator (PPEP) Leads
- x1 FTE Administrative Support Officer
- x0.5 FTE Data and Performance Analyst

26. All staff will be employed by Nottinghamshire County Council but will be based across partner organisations to ensure they benefit all partners. In practical terms, the County Council would physically host x2.5 posts with the remaining 4 PPEP posts allocated flexibly across partner organisations.

Costs and Timeframe

27. If the bid is successful, funding from the DfE will cover set-up and running costs up until March 2016. This period would be considered as an initial evaluation phase to determine the effectiveness of the Centre. Importantly, DfE funding must be spent by the end of March 2016 which imposes a very tight timeline to establish the Centre, appoint to posts and allow time for the Centre to make an impact.

28. Due to these tight timescales, the process to evaluate and grade posts is subject to the completion of job descriptions and person specifications. This work is currently being completed by colleagues from the Teaching Partnership.

29. The Teaching Partnership aims to have staff in post by September, subject to notice periods, to allow for six months of operation before funding from the DfE ends in March 2016.

30. The DfE is encouraging the Teaching Partnership to view the DfE's financial contribution as 'start-up' funding and would expect that Teaching Partnerships be 'self-sufficient' beyond March 2016.

31. Beyond March 2016 the Teaching Partnership Board will consider whether it is cost effective to continue supporting the Centre in the longer term through partner contributions.

32. Posts would therefore be established on a temporary basis until March 2016 and then be subject to review. An update report to Committee would be provided in March 2016 to demonstrate progress and make recommendations for the future.

33. The DfE's decision to only consider funding the Centre until the end of March 2016 highlights the important role of the Data and Performance Analyst. This is because the Centre's impact needs to be captured and interpreted to allow the Teaching Partnership to make the best decision about the Centre's future beyond March 2016.

Other Options Considered

34. As the proposal relies on DfE funding no other options were considered.

Reason for Recommendations

35. The reason for the recommendations in this report is to use available DfE funding to enhance the capacity of the County Council and its key regional partners to support Social Work traineeships. This will have longer term benefits for the recruitment and retention of newly qualified workers through the establishment of a Centre for Knowledge and Practice Development under the governance of the regional Teaching Partnership.

Statutory and Policy Implications

36. 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.

Financial Implications

37. The direct cost of establishing the Centre for Knowledge and Practice Development up until the end of March 2016, including salaries for the new posts, would be no more than £405k (costs have been estimated up until this point because all DfE funding must be spent by the end of March 2016). This is made up as follows:

- £293k of the cost would be financed by funding from the DfE
- £112k of the cost would be in-kind contributions from Teaching Partnership members. These contributions are in addition to the DfE funding and represent the costs that partners would incur up to March 2016 by maintaining the Teaching Partnership and hosting the Centre. This includes senior officer time, coaching time offered by senior university academics and office costs to host the Centre.

38. The only additional cost falling to Nottinghamshire County Council's would be the in-kind contributions up to 31st March 2016 necessary to cover the release of senior staff time and also overheads costs for accommodating the 2.5 posts directly situated with the Workforce and Organisational Development team. This is estimated at no more than £20k.

39. Beyond March 2016, the Teaching Partnership Board will decide whether to support the Centre for Knowledge and Practice Development in the longer term through partner contributions.

Human Resources Implications

These are set out in the body of the report and will be subject to the Council's agreed policies and procedures. The trades unions have been consulted and are supportive of extending high quality training provided to social work students and practitioners with appropriate levels of support available.

RECOMMENDATIONS

It is recommended that:

- 1) Subject to the approval of DfE funding; Personnel Committee approve the temporary increase in the Workforce and Organisational Development staffing establishment to host a new Centre for Knowledge and Practice Development on behalf of the regional Teaching Partnership, up until March 2016. The additional posts include:
 - a. x1 FTE Centre Manager
 - b. x4 FTE Partnership Practice Educator Leads
 - c. x1 FTE Administrative Support Officer
 - d. x0.5 FTE Data and Performance Analyst
- 2) Personnel Committee agree to receive an evaluation report on 17 March 2016 to review progress and consider the Teaching Partnership's recommendations regarding the future of the Centre for Knowledge and Practice Development beyond March 2016.

Steve Edwards
Service Director for Children's Social Care

Marjorie Toward
Service Director for HR and Customer Services

For any enquiries about this report please contact:
Guy Edgar,
Executive Officer, Children, Families and Cultural Services
T: 01159 774035
E: guy.edgar@nottsccl.gov.uk

Constitutional Comments (KK 09/06/15)

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

Financial Comments (SES 09/06/14)

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

Background Papers Available for Inspection

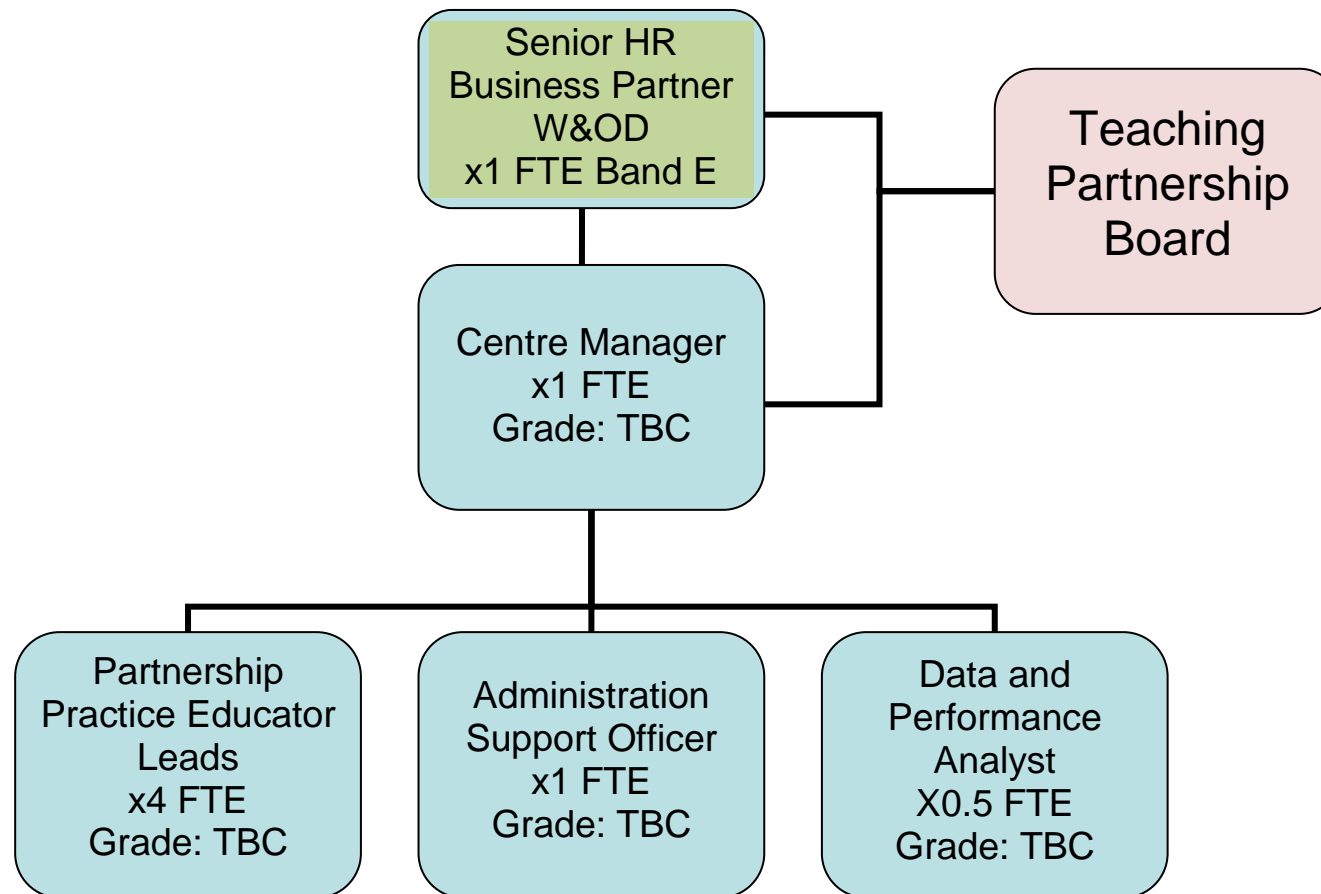
Trades union side comments

Electoral Division(s) and Member(s) Affected

All

Appendix A

Structure for the Centre for Knowledge and Practice Development



**REPORT OF SERVICE DIRECTOR, TRANSPORT, PROPERTY &
ENVIRONMENT****OPERATIONAL REPORT – CATERING & FACILITIES MANAGEMENT****Purpose of the Report**

1. This report provides the end of year performance summary for the Catering & Facilities Management Group for the financial year 2014/2015.

Information and Advice

2. The Environment & Resources Department provides a range of Catering & Facilities related services to schools and other customers across the County largely on a self-financing bought back basis.

Schools and Academies Catering

3. This past year has been one of the most challenging years for schools catering. September 2014 saw the introduction of the Universal Infant Free School Meals initiative (UIFSM) with an entitlement for free meals for all key stage 1 pupils. As Members are aware £1.7m capital funding was allocated to Nottinghamshire to support their introduction. Over 100 projects were identified involving supplying additional cooking equipment to full kitchen refurbishments. Work was largely completed to the timescales set and delivered to budget.
4. Both food and labour direct costs were tightly controlled and on target. Improved income levels in the secondary and academy sector delivered a financial return of £345k to enable them to reinvest into their individual services; this was a significant increase both on target and the level of returns made in 2013/14. Overall turnover for the service was £20,274k (2013/2014 £16,640k). As a result of improving performance the surplus for the year was £541k (2013/14 £233k). As for the returns to schools this funding is transferred into reserves to allow the ongoing investment into improving the service.
5. Buyback levels for schools and academies overall remains satisfactory for 2014/15 but do continue, as previously reported, to be the highest business risk for the future. Losses are mitigated with the transfer of direct costs therefore impact at this stage is financially minimal.
6. As a result of the UIFSM a further 9,000 meals per day are being served within Primary Schools. Based on an estimate of an 85% take-up performance does vary from site to site and ranges from 70% to 95% however averages for the two terms of operation at 75%. Work continues with individual establishments to encourage further increases where meal numbers remain below the targets set. Total meal take up for the year at 54.4% was ahead of target.

Building Cleaning, Caretaking and Grounds Maintenance

7. An overall positive performance this year with improvements in the turnover of the grounds maintenance services £2,194k (2013/14 £1,955k). A number of Schools/Academies have returned to the Landscape Service during the year as the business continues to work towards a financially viable alternative to the many private contractors operating within the market place. Customer satisfaction levels within this business are particularly high with the Queen Elizabeth Academy the latest customer to write in praising the quality of the service being delivered.
8. The Landscapes business continues to support the Authorities apprenticeship partnership scheme. Two young placements complement their apprenticeship Year during 2014/15 and plans are in place to continue this programme with two more placements offered opportunities within the business for 2015/16.
9. Some losses were experienced in building cleaning and as a result turnover has reduced to £11,792k (2013/2014 £13,518k) however still representing a considerable trading operation. A number of Academies have started to let cleaning tenders during the year and although this has become a significant challenge to the business, some successes in the tendering process have been achieved. An area of growth has seen a number of Primary and Nursery Schools requesting a directly managed caretaking service to support the cleaning programme already being delivered by the business.
10. Overall, an improvement in the quality of financial management information has led to continuous improvement relating to income collection control and expenditure management. The result has seen a contribution exceeding its original budget target by £245k.
11. As is the case for the catering service, maintaining existing levels of buy-back remains a challenging process. Extra efforts this year were targeted at securing buy backs for 2015/16 by local managers who met with a variety of schools/academies who had previously been receiving their services elsewhere. As a result the new financial year is commencing from a largely positive position.

County Offices Facilities Management

12. Work continued over the last year in support of office moves, developing and implementing fire evacuation plans and ensuring roles and responsibilities are fully understood by C&FM staff and users of the buildings. This work will remain a clear priority for 2015/16.
13. Additionally the savings target set for 2014/15 of £200k was achieved by a combination of revising services and the on-going work in reducing the operating costs of the existing estate. Examples included a review of supplier costs relating to waste, pest control and sanitary provision to ensure that the County Council is receiving best value service provision from its local supplier partners.

Operational Support and Developments

14. Training of the 2,500 staff remained a clear priority and in 2014/15 this included a range of courses including;
 - 221 training in safeguarding children,
 - 654 staff Food safety level 2
 - 272 Manual Handling
 - 237 Control of Substances
 - 33 Cleaning Buffer uses

- 1416 other items of training were delivered covering, bus station premises management, H&S Manual updates, fire safety awareness, avoiding slips trips and falls, driver awareness and general cleaning.

15. Throughout the Year the Building Cleaning Service successfully maintained its ISO9001 Quality Certification following two external audits in April and September. The audits were carried out by the British Standards Institute. Additional work is taking place to work towards implementation of this certification across all three business areas during the 2015/16 financial year.
16. Catering & Facilities Management also maintained its OHSAS 18001 Certification (Health and Safety) across all three business units. Once again this certification was achieved following two successful audits undertaken by the British Standards Institute.
17. Schools Catering achieved Gold Food for Life which recognises the progress made to buy organic and serve fresh locally sourced ingredients ensuring, as a large caterer in Nottinghamshire, we are supporting the local economy pro-actively. Produce selection has been key to this success supporting small and medium sized enterprises in production and distribution. Nottinghamshire is one of a handful of local authorities to achieve this accolade and the only School Caterer managing this for all our primary and secondary schools in our contract.
18. Recently the Building Cleaning Service submitted an application to the Association of Building Cleaning Direct Service Providers who was holding their inaugural Cleaner of the Year Award. The submission focussed on Collette Riley, a mobile cleaner undertaking exceptionally high standards of work across the Broxtowe area. The business is delighted to report that Collette won a 2nd place award in this prestige event.
19. An extensive customer satisfaction survey was carried out with results shared at the last committee.

Summary

20. Delivering services remains a challenge as the market place changes. Cost of service is of much higher importance in schools and academies now that they are looking for new and innovative solutions to their challenges. The growth in academy status schools and the groups/trusts that are being created are proving much more difficult to engage with from the Local Authority. They are being offered a huge number of options and are looking for one provider for each of their academies within their group despite, in a number of cases, being pleased with and having received good monetary returns from C&FM in the past.

Despite this significant challenge, the business units remain in a healthy state returning high levels of customer buy back once again and impressive customer satisfaction levels.

Other Options Considered

21. None – report for noting only.

Reasons for Recommendation

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

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 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

24. The financial implications are set out in the body of the report.

RECOMMENDATION

That the Committee notes the contents of this report.

Jas Hundal
Service Director
Transport, Property & Environment

For any enquiries about this report please contact:

Kevin McKay
Group Manager, Catering & Facilities Management
T: 0115 977 4369
E: kevin.mckay@nottsc.gov.uk

Constitutional Comments

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

Financial Comments

This report is for noting only no Financial Comments are required.

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.


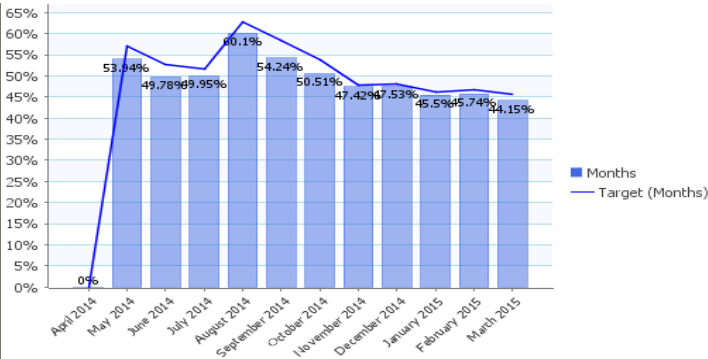

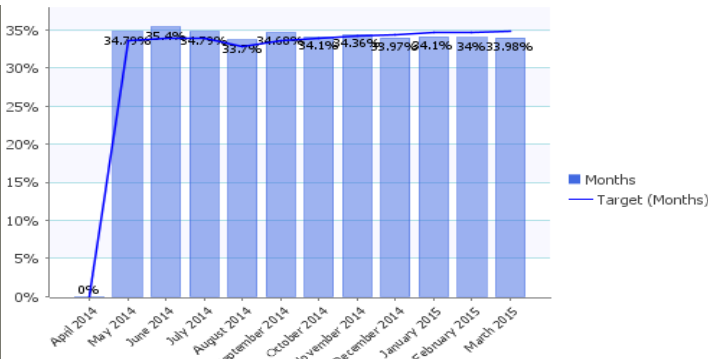
None

| Electoral Divisions and Members Affected

- All


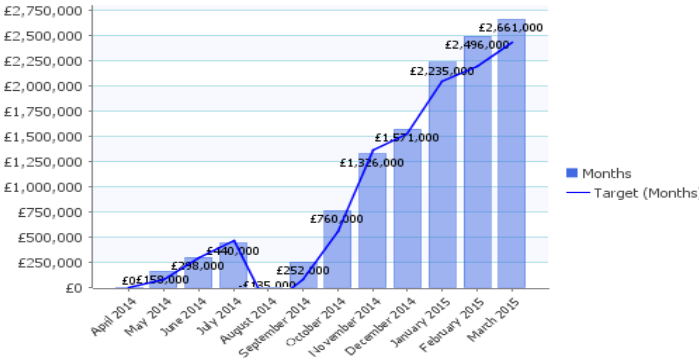
Schools and Academies Catering Committee report Period 12 2014-15


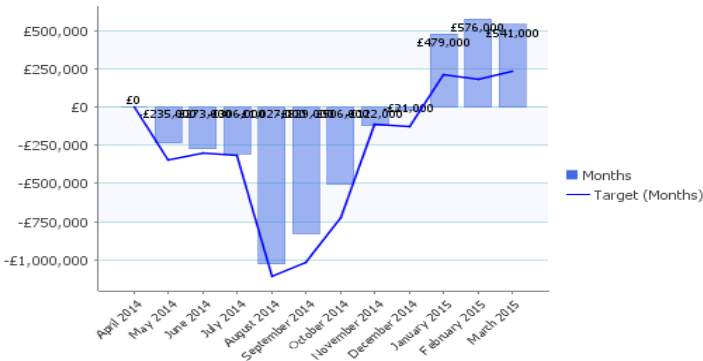
Primary and Special Schools and Academies Catering FINANCIAL

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Schools Catering - Labour costs as % of turnover	Aim to Minimise	Actual 44.15% Target 45.71% 		
Food costs as % turnover - Schools Catering	Aim to Minimise	Actual 33.98% Target 34.79% 		

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Returns to Schools - Schools Catering	Aim to Maximise	<p>Actual</p> <p>£345k</p> <p>Target</p> <p>£237k</p> <p>✓</p>	<p>£350k £325k £300k £275k £250k £225k £200k £175k £150k £125k £100k £75k £50k £25k £0k</p> <p>2014/15</p> <p>■ Years — Target (Years)</p>	


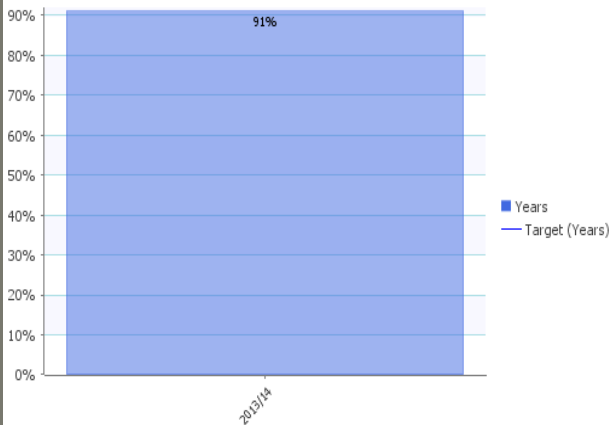
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Turnover - Schools Catering	Aim to Maximise	<p>Actual</p> <p>£20,274,000</p> <p>Target</p> <p>£19,923,000</p> <p>✓</p>	<p>£20,000,000 £17,500,000 £15,000,000 £12,500,000 £10,000,000 £7,500,000 £5,000,000 £2,500,000 £0</p> <p>April 2014 May 2014 June 2014 July 2014 August 2014 September 2014 October 2014 November 2014 December 2014 January 2015 February 2015 March 2015</p> <p>■ Months — Target (Months)</p> <p>£2,538,000 £4,146,000 £5,876,000 £5,876,000 £7,599,000 £9,922,000 £12,066,000 £14,068,000 £16,300,000 £17,895,000 £20,274,000</p>	


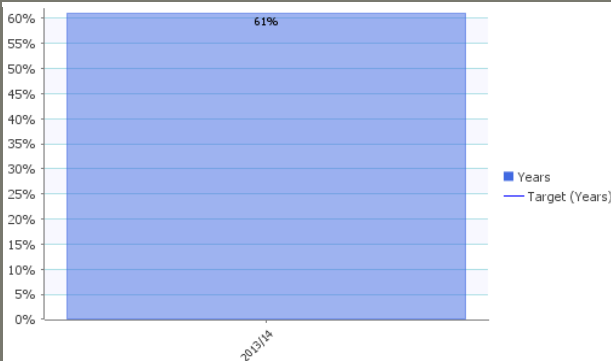
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Contribution - Schools Catering	Aim to Maximise	<div><div>Actual</div><div>£2,661,000</div><div>Target</div><div>£2,428,000</div><div></div></div>	 <table><caption>Contribution - Schools Catering Data</caption><thead><tr><th>Month</th><th>Actual</th><th>Target (Months)</th></tr></thead><tbody><tr><td>April 2014</td><td>£0</td><td>£0</td></tr><tr><td>May 2014</td><td>£158,000</td><td>£158,000</td></tr><tr><td>June 2014</td><td>£298,000</td><td>£298,000</td></tr><tr><td>July 2014</td><td>£440,000</td><td>£440,000</td></tr><tr><td>August 2014</td><td>£135,000</td><td>£135,000</td></tr><tr><td>September 2014</td><td>£252,000</td><td>£252,000</td></tr><tr><td>October 2014</td><td>£760,000</td><td>£760,000</td></tr><tr><td>November 2014</td><td>£1,326,000</td><td>£1,326,000</td></tr><tr><td>December 2014</td><td>£1,571,000</td><td>£1,571,000</td></tr><tr><td>January 2015</td><td>£2,235,000</td><td>£2,235,000</td></tr><tr><td>February 2015</td><td>£2,496,000</td><td>£2,496,000</td></tr><tr><td>March 2015</td><td>£2,661,000</td><td>£2,661,000</td></tr></tbody></table>	Month	Actual	Target (Months)	April 2014	£0	£0	May 2014	£158,000	£158,000	June 2014	£298,000	£298,000	July 2014	£440,000	£440,000	August 2014	£135,000	£135,000	September 2014	£252,000	£252,000	October 2014	£760,000	£760,000	November 2014	£1,326,000	£1,326,000	December 2014	£1,571,000	£1,571,000	January 2015	£2,235,000	£2,235,000	February 2015	£2,496,000	£2,496,000	March 2015	£2,661,000	£2,661,000	
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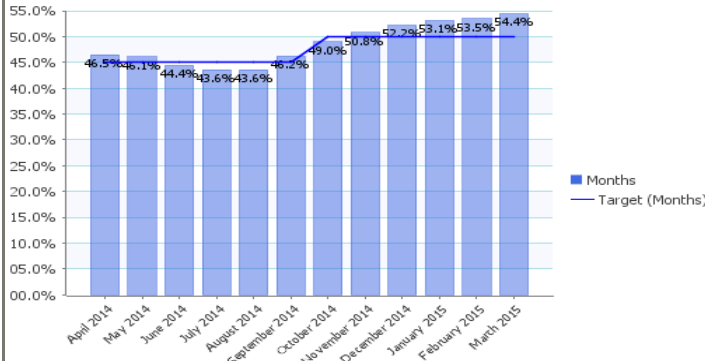

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Surplus/deficit - Schools Catering	Aim to Maximise	<div><div>Actual</div><div>£541,000</div><div>Target</div><div>£233,000</div><div></div></div>	 <table><caption>Surplus/deficit - Schools Catering Data</caption><thead><tr><th>Month</th><th>Actual</th><th>Target (Months)</th></tr></thead><tbody><tr><td>April 2014</td><td>£0</td><td>£0</td></tr><tr><td>May 2014</td><td>£235,000</td><td>£235,000</td></tr><tr><td>June 2014</td><td>£107,000</td><td>£107,000</td></tr><tr><td>July 2014</td><td>£106,000</td><td>£106,000</td></tr><tr><td>August 2014</td><td>£27,000</td><td>£27,000</td></tr><tr><td>September 2014</td><td>£105,000</td><td>£105,000</td></tr><tr><td>October 2014</td><td>£106,000</td><td>£106,000</td></tr><tr><td>November 2014</td><td>£102,000</td><td>£102,000</td></tr><tr><td>December 2014</td><td>£31,000</td><td>£31,000</td></tr><tr><td>January 2015</td><td>£479,000</td><td>£479,000</td></tr><tr><td>February 2015</td><td>£576,000</td><td>£576,000</td></tr><tr><td>March 2015</td><td>£541,000</td><td>£541,000</td></tr></tbody></table>	Month	Actual	Target (Months)	April 2014	£0	£0	May 2014	£235,000	£235,000	June 2014	£107,000	£107,000	July 2014	£106,000	£106,000	August 2014	£27,000	£27,000	September 2014	£105,000	£105,000	October 2014	£106,000	£106,000	November 2014	£102,000	£102,000	December 2014	£31,000	£31,000	January 2015	£479,000	£479,000	February 2015	£576,000	£576,000	March 2015	£541,000	£541,000	
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Primary and Special Schools and Academies Catering PERFORMANCE

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Buy back Levels - Schools overall	Aim to Maximise	<p>Actual</p> <p>67%</p> <p>Target</p> <p>73%</p> <p>▲</p>	<p>70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%</p> <p>67%</p> <p>2014/15</p> <p>■ Years — Target (Years)</p>	
Free meal take up	Aim to Maximise	<p>Actual</p> <p>75%</p> <p>Target</p> <p>76%</p> <p>▲</p>	<p>80% 70% 60% 50% 40% 30% 20% 10% 0%</p> <p>73.9% 73.3% 71.1% 69.7% 69.7% 69.2% 75% 74.9% 75.2% 74.9% 74.6% 75%</p> <p>April 2014 May 2014 June 2014 July 2014 August 2014 September 2014 October 2014 November 2014 December 2014 January 2015 February 2015 March 2015</p> <p>■ Months — Target (Months)</p>	


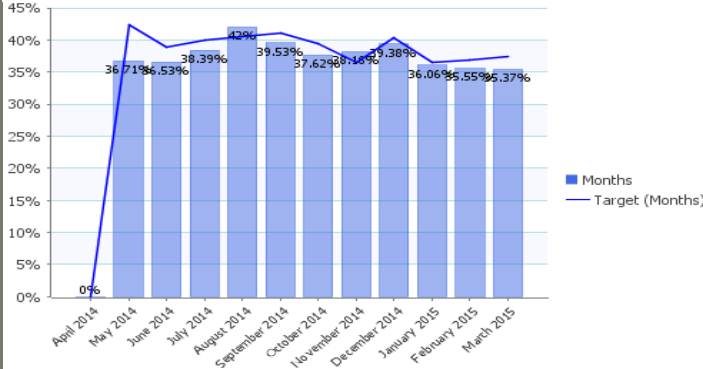
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Buy back Levels - Primary and Special Schools	Aim to Maximise	Actual 91% Target 90% 	 <p>91%</p> <p>2013/14</p>	


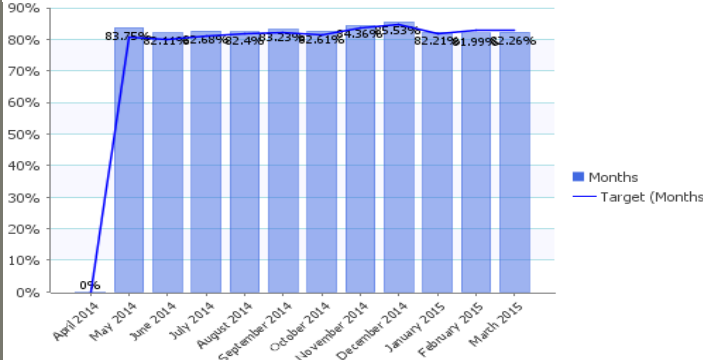
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Buy back Levels - Secondaries and Academies	Aim to Maximise	Actual 61% Target 56% 	 <p>61%</p> <p>2013/14</p>	

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Total Meal Take Up	Aim to Maximise	Actual		
		54.4%		
		Target		
		50.0%		
				


Facilities Management Committee report Period 12 2014-15

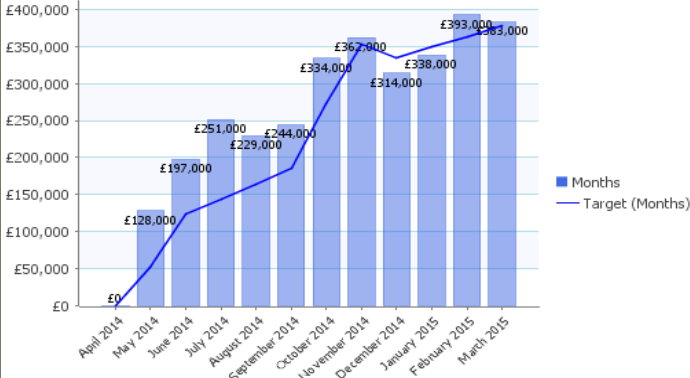
Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance FINANCIAL


Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Labour costs as % of turnover - Landscape services	Aim to Minimise	<div><div>Actual</div><div>35.37%</div><div>Target</div><div>37.35%</div><div></div></div>	 <table><caption>Monthly Data for Landscape Services</caption><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2014</td><td>0%</td><td>0%</td></tr><tr><td>May 2014</td><td>36.71%</td><td>42.0%</td></tr><tr><td>June 2014</td><td>36.53%</td><td>40.0%</td></tr><tr><td>July 2014</td><td>38.39%</td><td>39.0%</td></tr><tr><td>August 2014</td><td>42.0%</td><td>39.0%</td></tr><tr><td>September 2014</td><td>39.53%</td><td>39.0%</td></tr><tr><td>October 2014</td><td>37.62%</td><td>38.0%</td></tr><tr><td>November 2014</td><td>38.16%</td><td>38.0%</td></tr><tr><td>December 2014</td><td>39.36%</td><td>38.0%</td></tr><tr><td>January 2015</td><td>36.06%</td><td>37.0%</td></tr><tr><td>February 2015</td><td>35.55%</td><td>37.0%</td></tr><tr><td>March 2015</td><td>35.37%</td><td>37.0%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2014	0%	0%	May 2014	36.71%	42.0%	June 2014	36.53%	40.0%	July 2014	38.39%	39.0%	August 2014	42.0%	39.0%	September 2014	39.53%	39.0%	October 2014	37.62%	38.0%	November 2014	38.16%	38.0%	December 2014	39.36%	38.0%	January 2015	36.06%	37.0%	February 2015	35.55%	37.0%	March 2015	35.37%	37.0%	
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Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Labour costs as % of turnover - Building Cleaning	Aim to Minimise	<div><div>Actual</div><div>82.26%</div><div>Target</div><div>82.83%</div><div></div></div>	 <table><caption>Monthly Data for Building Cleaning</caption><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2014</td><td>0%</td><td>0%</td></tr><tr><td>May 2014</td><td>83.75%</td><td>82.83%</td></tr><tr><td>June 2014</td><td>82.11%</td><td>82.83%</td></tr><tr><td>July 2014</td><td>82.68%</td><td>82.83%</td></tr><tr><td>August 2014</td><td>82.49%</td><td>82.83%</td></tr><tr><td>September 2014</td><td>83.23%</td><td>82.83%</td></tr><tr><td>October 2014</td><td>82.61%</td><td>82.83%</td></tr><tr><td>November 2014</td><td>84.36%</td><td>82.83%</td></tr><tr><td>December 2014</td><td>85.53%</td><td>82.83%</td></tr><tr><td>January 2015</td><td>82.21%</td><td>82.83%</td></tr><tr><td>February 2015</td><td>81.99%</td><td>82.83%</td></tr><tr><td>March 2015</td><td>82.26%</td><td>82.83%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2014	0%	0%	May 2014	83.75%	82.83%	June 2014	82.11%	82.83%	July 2014	82.68%	82.83%	August 2014	82.49%	82.83%	September 2014	83.23%	82.83%	October 2014	82.61%	82.83%	November 2014	84.36%	82.83%	December 2014	85.53%	82.83%	January 2015	82.21%	82.83%	February 2015	81.99%	82.83%	March 2015	82.26%	82.83%	
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Turnover - Landscape Services	Aim to Maximise	<div><div>Actual</div><div>£2,154,000</div><div>Target</div><div>£2,115,000</div><div></div></div>	 <table><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2014</td><td>£0</td><td>£0</td></tr><tr><td>May 2014</td><td>£395,000</td><td>£395,000</td></tr><tr><td>June 2014</td><td>£605,000</td><td>£605,000</td></tr><tr><td>July 2014</td><td>£721,000</td><td>£721,000</td></tr><tr><td>August 2014</td><td>£875,000</td><td>£875,000</td></tr><tr><td>September 2014</td><td>£1,113,000</td><td>£1,113,000</td></tr><tr><td>October 2014</td><td>£1,361,000</td><td>£1,361,000</td></tr><tr><td>November 2014</td><td>£1,525,000</td><td>£1,525,000</td></tr><tr><td>December 2014</td><td>£1,663,000</td><td>£1,663,000</td></tr><tr><td>January 2015</td><td>£1,816,000</td><td>£1,816,000</td></tr><tr><td>February 2015</td><td>£2,025,000</td><td>£2,025,000</td></tr><tr><td>March 2015</td><td>£2,154,000</td><td>£2,154,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2014	£0	£0	May 2014	£395,000	£395,000	June 2014	£605,000	£605,000	July 2014	£721,000	£721,000	August 2014	£875,000	£875,000	September 2014	£1,113,000	£1,113,000	October 2014	£1,361,000	£1,361,000	November 2014	£1,525,000	£1,525,000	December 2014	£1,663,000	£1,663,000	January 2015	£1,816,000	£1,816,000	February 2015	£2,025,000	£2,025,000	March 2015	£2,154,000	£2,154,000	
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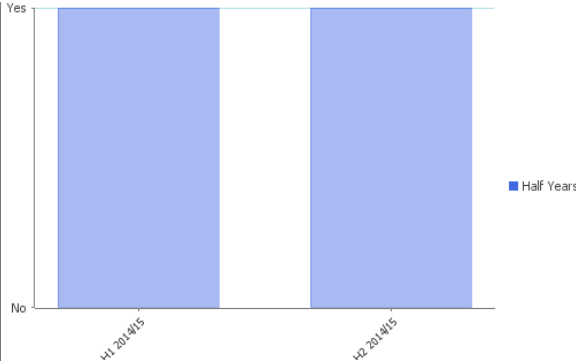
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Contribution - Building Cleaning	Aim to Maximise	<div><div>Actual</div><div>£1,138,000</div><div>Target</div><div>£935,000</div><div></div></div>	 <table><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2014</td><td>£0</td><td>£0</td></tr><tr><td>May 2014</td><td>£127,000</td><td>£127,000</td></tr><tr><td>June 2014</td><td>£265,000</td><td>£265,000</td></tr><tr><td>July 2014</td><td>£364,000</td><td>£364,000</td></tr><tr><td>August 2014</td><td>£729,000</td><td>£729,000</td></tr><tr><td>September 2014</td><td>£633,000</td><td>£633,000</td></tr><tr><td>October 2014</td><td>£798,000</td><td>£798,000</td></tr><tr><td>November 2014</td><td>£748,000</td><td>£748,000</td></tr><tr><td>December 2014</td><td>£687,000</td><td>£687,000</td></tr><tr><td>January 2015</td><td>£928,000</td><td>£928,000</td></tr><tr><td>February 2015</td><td>£1,070,000</td><td>£1,070,000</td></tr><tr><td>March 2015</td><td>£1,138,000</td><td>£1,138,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2014	£0	£0	May 2014	£127,000	£127,000	June 2014	£265,000	£265,000	July 2014	£364,000	£364,000	August 2014	£729,000	£729,000	September 2014	£633,000	£633,000	October 2014	£798,000	£798,000	November 2014	£748,000	£748,000	December 2014	£687,000	£687,000	January 2015	£928,000	£928,000	February 2015	£1,070,000	£1,070,000	March 2015	£1,138,000	£1,138,000	
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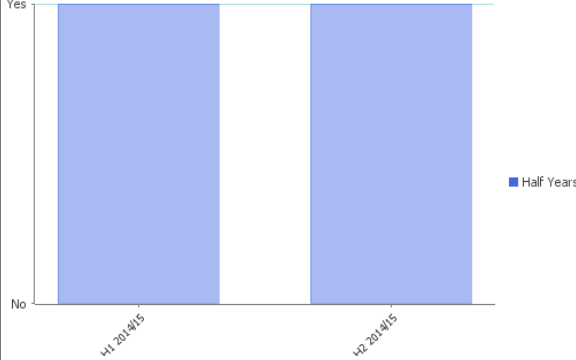
Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance PERFORMANCE

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Buy Back Levels - Building Cleaning	Aim to Maximise	Actual 76 Target 75 		Minor changes have happened during the year with some losses and some gains, overall buyback levels remain satisfactory
Buy Back Levels -Grounds Maintenance	Aim to Maximise	Actual 61% Target 60% 		This continues to be the most challenging and competitive area however buy back levels remain within target levels


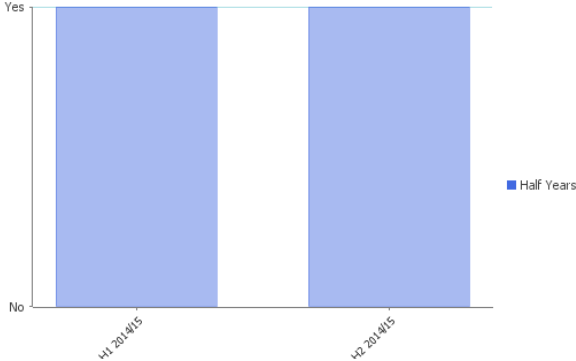
Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance

EXTERNALLY ASSESSED QUALITY STANDARDS

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management	Aim to Maximise	Actual Yes Target Yes 	 <p>The chart shows two blue bars, both reaching the 'Yes' level on the y-axis. The x-axis labels are 'H1 2014/15' and 'H2 2014/15'. A legend indicates 'Half Years'.</p>	


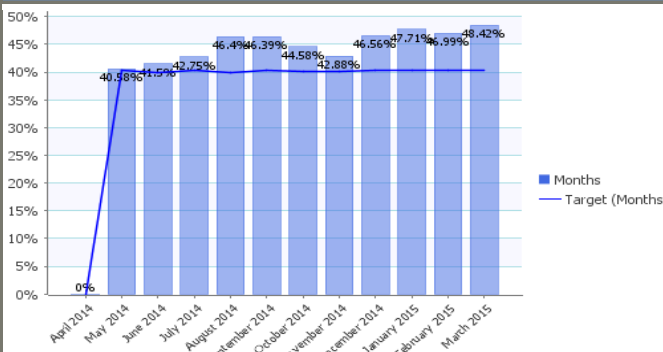
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Retain ISO 9001 accreditation - Facilities Management	Aim to Maximise	Actual Yes Target Yes 	 <p>The chart shows two blue bars, both reaching the 'Yes' level on the y-axis. The x-axis labels are 'H1 2014/15' and 'H2 2014/15'. A legend indicates 'Half Years'.</p>	


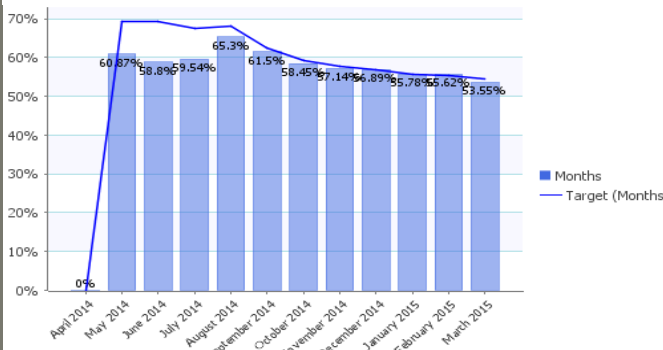
Facilities Management - West Bridgford Campus
EXTERNALLY ASSESSED QUALITY STANDARDS

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management - West Bridgford campus	Aim to Maximise	<p>Actual</p> <p>Yes</p> <p>Target</p> <p>Yes</p> 		


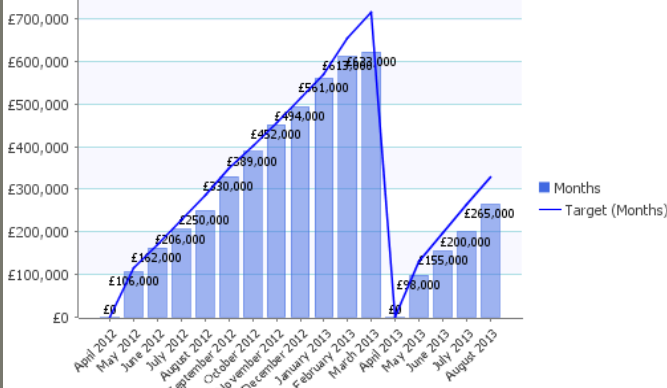
Facilities Management - West Bridgford Campus; Catering West Bridgford

FINANCIAL


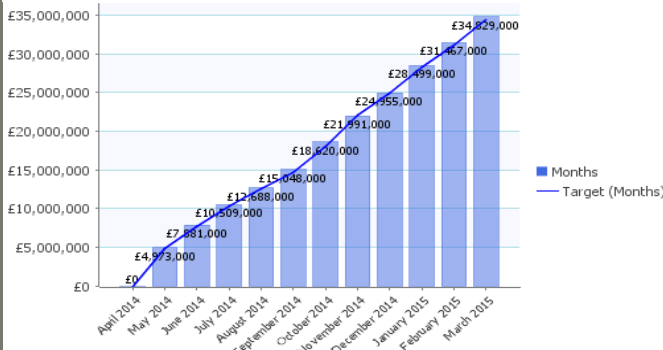
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Food costs as % of turnover - Facilities Management - West Bridgford Campus Catering	Aim to Minimise	<div><div>Actual</div><div>48.42%</div><div>Target</div><div>40.31%</div><div></div></div>	 <table><caption>Food costs as % of turnover - Monthly Data</caption><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2014</td><td>0%</td><td>0%</td></tr><tr><td>May 2014</td><td>40.38%</td><td>40.31%</td></tr><tr><td>June 2014</td><td>41.5%</td><td>40.31%</td></tr><tr><td>July 2014</td><td>42.75%</td><td>40.31%</td></tr><tr><td>August 2014</td><td>46.49%</td><td>40.31%</td></tr><tr><td>September 2014</td><td>46.39%</td><td>40.31%</td></tr><tr><td>October 2014</td><td>44.58%</td><td>40.31%</td></tr><tr><td>November 2014</td><td>42.88%</td><td>40.31%</td></tr><tr><td>December 2014</td><td>46.56%</td><td>40.31%</td></tr><tr><td>January 2015</td><td>47.71%</td><td>40.31%</td></tr><tr><td>February 2015</td><td>46.99%</td><td>40.31%</td></tr><tr><td>March 2015</td><td>48.42%</td><td>40.31%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2014	0%	0%	May 2014	40.38%	40.31%	June 2014	41.5%	40.31%	July 2014	42.75%	40.31%	August 2014	46.49%	40.31%	September 2014	46.39%	40.31%	October 2014	44.58%	40.31%	November 2014	42.88%	40.31%	December 2014	46.56%	40.31%	January 2015	47.71%	40.31%	February 2015	46.99%	40.31%	March 2015	48.42%	40.31%	Work continues on improving performance and assigning correct cost centre charges
Month	Actual (%)	Target (%)																																									
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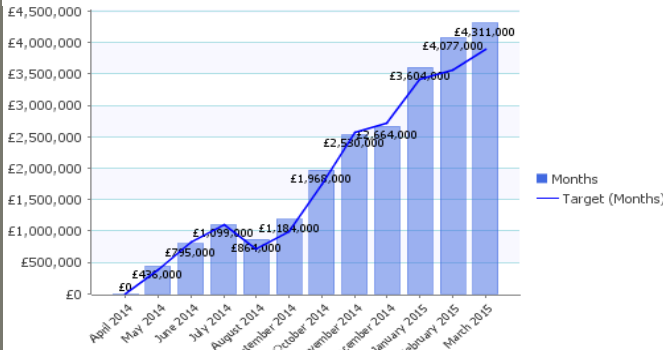
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Labour costs as % of turnover - Facilities Management - West Bridgford Campus Catering	Aim to Minimise	<div><div>Actual</div><div>53.55%</div><div>Target</div><div>54.33%</div><div></div></div>	 <table><caption>Labour costs as % of turnover - Monthly Data</caption><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2014</td><td>0%</td><td>0%</td></tr><tr><td>May 2014</td><td>60.87%</td><td>60.87%</td></tr><tr><td>June 2014</td><td>58.8%</td><td>60.87%</td></tr><tr><td>July 2014</td><td>59.54%</td><td>60.87%</td></tr><tr><td>August 2014</td><td>65.3%</td><td>60.87%</td></tr><tr><td>September 2014</td><td>61.5%</td><td>60.87%</td></tr><tr><td>October 2014</td><td>58.45%</td><td>60.87%</td></tr><tr><td>November 2014</td><td>57.14%</td><td>60.87%</td></tr><tr><td>December 2014</td><td>56.89%</td><td>60.87%</td></tr><tr><td>January 2015</td><td>55.78%</td><td>60.87%</td></tr><tr><td>February 2015</td><td>55.62%</td><td>60.87%</td></tr><tr><td>March 2015</td><td>53.55%</td><td>60.87%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2014	0%	0%	May 2014	60.87%	60.87%	June 2014	58.8%	60.87%	July 2014	59.54%	60.87%	August 2014	65.3%	60.87%	September 2014	61.5%	60.87%	October 2014	58.45%	60.87%	November 2014	57.14%	60.87%	December 2014	56.89%	60.87%	January 2015	55.78%	60.87%	February 2015	55.62%	60.87%	March 2015	53.55%	60.87%	
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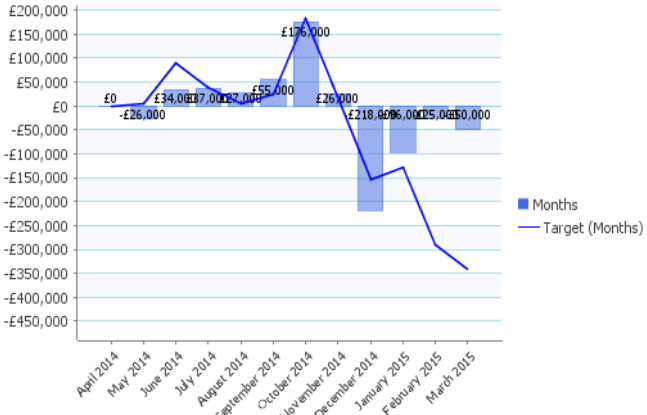
Facilities Management - West Bridgford Campus; Security and Building Cleaning
FINANCIAL

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																						
Direct Costs- Facilities Management - West Bridgford Campus - Security & Building Cleaning	Aim to Minimise	<div><div>Actual</div><div>£265,000</div><div>Target</div><div>£330,000</div><div></div></div>	 <table><caption>Monthly Actual Costs and Target</caption><thead><tr><th>Month</th><th>Actual Cost (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2012</td><td>£0</td><td>£0</td></tr><tr><td>May 2012</td><td>£105,000</td><td>£105,000</td></tr><tr><td>June 2012</td><td>£142,000</td><td>£142,000</td></tr><tr><td>July 2012</td><td>£206,000</td><td>£206,000</td></tr><tr><td>August 2012</td><td>£250,000</td><td>£250,000</td></tr><tr><td>September 2012</td><td>£230,000</td><td>£230,000</td></tr><tr><td>October 2012</td><td>£289,000</td><td>£289,000</td></tr><tr><td>November 2012</td><td>£430,000</td><td>£430,000</td></tr><tr><td>December 2012</td><td>£494,000</td><td>£494,000</td></tr><tr><td>January 2013</td><td>£561,000</td><td>£561,000</td></tr><tr><td>February 2013</td><td>£613,000</td><td>£613,000</td></tr><tr><td>March 2013</td><td>£668,000</td><td>£668,000</td></tr><tr><td>April 2013</td><td>£96,000</td><td>£96,000</td></tr><tr><td>May 2013</td><td>£155,000</td><td>£155,000</td></tr><tr><td>June 2013</td><td>£200,000</td><td>£200,000</td></tr><tr><td>July 2013</td><td>£265,000</td><td>£265,000</td></tr><tr><td>August 2013</td><td>£265,000</td><td>£265,000</td></tr></tbody></table>	Month	Actual Cost (£)	Target (£)	April 2012	£0	£0	May 2012	£105,000	£105,000	June 2012	£142,000	£142,000	July 2012	£206,000	£206,000	August 2012	£250,000	£250,000	September 2012	£230,000	£230,000	October 2012	£289,000	£289,000	November 2012	£430,000	£430,000	December 2012	£494,000	£494,000	January 2013	£561,000	£561,000	February 2013	£613,000	£613,000	March 2013	£668,000	£668,000	April 2013	£96,000	£96,000	May 2013	£155,000	£155,000	June 2013	£200,000	£200,000	July 2013	£265,000	£265,000	August 2013	£265,000	£265,000	
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Facilities Management - Overall

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Turnover - Overall Group Performance - Trading	Aim to Maximise	<div>Actual</div> <div>£34,829,000</div> <div>Target</div> <div>£34,466,000</div> <div></div>	 <table><caption>Turnover - Monthly Data</caption><thead><tr><th>Month</th><th>Actual (Months)</th><th>Target (Months)</th></tr></thead><tbody><tr><td>April 2014</td><td>£0</td><td>£0</td></tr><tr><td>May 2014</td><td>£4,973,000</td><td>£4,973,000</td></tr><tr><td>June 2014</td><td>£7,881,000</td><td>£7,881,000</td></tr><tr><td>July 2014</td><td>£10,509,000</td><td>£10,509,000</td></tr><tr><td>August 2014</td><td>£12,688,000</td><td>£12,688,000</td></tr><tr><td>September 2014</td><td>£15,048,000</td><td>£15,048,000</td></tr><tr><td>October 2014</td><td>£18,620,000</td><td>£18,620,000</td></tr><tr><td>November 2014</td><td>£21,891,000</td><td>£21,891,000</td></tr><tr><td>December 2014</td><td>£24,955,000</td><td>£24,955,000</td></tr><tr><td>January 2015</td><td>£28,499,000</td><td>£28,499,000</td></tr><tr><td>February 2015</td><td>£31,657,000</td><td>£31,657,000</td></tr><tr><td>March 2015</td><td>£34,829,000</td><td>£34,829,000</td></tr></tbody></table>	Month	Actual (Months)	Target (Months)	April 2014	£0	£0	May 2014	£4,973,000	£4,973,000	June 2014	£7,881,000	£7,881,000	July 2014	£10,509,000	£10,509,000	August 2014	£12,688,000	£12,688,000	September 2014	£15,048,000	£15,048,000	October 2014	£18,620,000	£18,620,000	November 2014	£21,891,000	£21,891,000	December 2014	£24,955,000	£24,955,000	January 2015	£28,499,000	£28,499,000	February 2015	£31,657,000	£31,657,000	March 2015	£34,829,000	£34,829,000	
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Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Contribution - Overall Group Performance- Trading	Aim to Maximise	<div>Actual</div> <div>£4,311,000</div> <div>Target</div> <div>£3,893,000</div> <div></div>	 <table><caption>Contribution - Monthly Data</caption><thead><tr><th>Month</th><th>Actual (Months)</th><th>Target (Months)</th></tr></thead><tbody><tr><td>April 2014</td><td>£0</td><td>£0</td></tr><tr><td>May 2014</td><td>£436,000</td><td>£436,000</td></tr><tr><td>June 2014</td><td>£795,000</td><td>£795,000</td></tr><tr><td>July 2014</td><td>£1,099,000</td><td>£1,099,000</td></tr><tr><td>August 2014</td><td>£964,000</td><td>£964,000</td></tr><tr><td>September 2014</td><td>£1,184,000</td><td>£1,184,000</td></tr><tr><td>October 2014</td><td>£1,968,000</td><td>£1,968,000</td></tr><tr><td>November 2014</td><td>£2,550,000</td><td>£2,550,000</td></tr><tr><td>December 2014</td><td>£2,554,000</td><td>£2,554,000</td></tr><tr><td>January 2015</td><td>£3,604,000</td><td>£3,604,000</td></tr><tr><td>February 2015</td><td>£4,077,000</td><td>£4,077,000</td></tr><tr><td>March 2015</td><td>£4,311,000</td><td>£4,311,000</td></tr></tbody></table>	Month	Actual (Months)	Target (Months)	April 2014	£0	£0	May 2014	£436,000	£436,000	June 2014	£795,000	£795,000	July 2014	£1,099,000	£1,099,000	August 2014	£964,000	£964,000	September 2014	£1,184,000	£1,184,000	October 2014	£1,968,000	£1,968,000	November 2014	£2,550,000	£2,550,000	December 2014	£2,554,000	£2,554,000	January 2015	£3,604,000	£3,604,000	February 2015	£4,077,000	£4,077,000	March 2015	£4,311,000	£4,311,000	
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Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Surplus/deficit – Facilities Management - School	Aim to Maximise	<div><div>Actual</div><div>-£50,000</div><div>Target</div><div>-£341,000</div><div></div></div>	 <table><caption>Monthly Surplus/Deficit Data (Estimated from Chart)</caption><thead><tr><th>Month</th><th>Actual (Months)</th><th>Target (Months)</th></tr></thead><tbody><tr><td>April 2014</td><td>£0</td><td>£0</td></tr><tr><td>May 2014</td><td>-£26,000</td><td>-£26,000</td></tr><tr><td>June 2014</td><td>£34,000</td><td>£34,000</td></tr><tr><td>July 2014</td><td>£7,000</td><td>£7,000</td></tr><tr><td>August 2014</td><td>£2,000</td><td>£2,000</td></tr><tr><td>September 2014</td><td>£55,000</td><td>£55,000</td></tr><tr><td>October 2014</td><td>£26,000</td><td>£26,000</td></tr><tr><td>November 2014</td><td>£176,000</td><td>£176,000</td></tr><tr><td>December 2014</td><td>-£218,000</td><td>-£218,000</td></tr><tr><td>January 2015</td><td>-£66,000</td><td>-£66,000</td></tr><tr><td>February 2015</td><td>-£15,000</td><td>-£15,000</td></tr><tr><td>March 2015</td><td>-£50,000</td><td>-£50,000</td></tr></tbody></table>	Month	Actual (Months)	Target (Months)	April 2014	£0	£0	May 2014	-£26,000	-£26,000	June 2014	£34,000	£34,000	July 2014	£7,000	£7,000	August 2014	£2,000	£2,000	September 2014	£55,000	£55,000	October 2014	£26,000	£26,000	November 2014	£176,000	£176,000	December 2014	-£218,000	-£218,000	January 2015	-£66,000	-£66,000	February 2015	-£15,000	-£15,000	March 2015	-£50,000	-£50,000	
Month	Actual (Months)	Target (Months)																																									
April 2014	£0	£0																																									
May 2014	-£26,000	-£26,000																																									
June 2014	£34,000	£34,000																																									
July 2014	£7,000	£7,000																																									
August 2014	£2,000	£2,000																																									
September 2014	£55,000	£55,000																																									
October 2014	£26,000	£26,000																																									
November 2014	£176,000	£176,000																																									
December 2014	-£218,000	-£218,000																																									
January 2015	-£66,000	-£66,000																																									
February 2015	-£15,000	-£15,000																																									
March 2015	-£50,000	-£50,000																																									



A significant refurbishment and new dining restaurant has been completed opening in September 2014 at The Meden Academy which is proving very successful in generating income and an exciting new catering experience for students.



School Catering are also developing our Post 16 service offer and above is the new catering facility Service at East Leake Academy

**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES****WORK PROGRAMME****Purpose of the Report**

1. To consider the Committee's work programme for 2014/15.

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, Policy, Planning and Corporate Services

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
23 September 2015				
Sickness Absence Performance 2015/16 quarterly update at 30.6.15 (Quarter 1)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 30.6.15 (Quarter 1)	Update report	Information	Marje Toward	Claire Gollin
Annual Workforce Monitoring Profile – as at April 2015	Update report	Information	Marje Toward	Claire Gollin
18 November 2015				
Report update on Senior Staffing appointments	Update report	Information	Marje Toward	Gill Elder
Health & Safety	Update report	Information	Marje Toward	John Nilan
Sickness Absence Performance 2015/16 quarterly update at 30.09.15 (Quarter 2)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 30.9.15 (Quarter 2)	Update report	Information	Marje Toward	Claire Gollin
20 January 2016				
10 March 2016				
Review of Social Care Centre for Knowledge and Practice Development	Report to follow	Decision	Marje Toward Steve Edwards	Claire Gollin

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
25 May 2016				
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
20 July 2016				
Update on work based learning opportunities for young people	Update	Information	Marje Toward	Claire Gollin