

Personnel Committee

Wednesday, 23 September 2015 at 14:00

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

AGENDA

- | | | |
|---|--|---------|
| 1 | Minutes of the last meeting held on 1 July 2015 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Optimum Workforce Leadership - Update on Operation of Revised Service | 7 - 14 |
| 5 | Employee Health & Wellbeing & Sickness Absence Performance Update as at 30th June 2015 | 15 - 30 |
| 6 | Nottinghamshire County Council Workforce Planning Information as at 30th June 2015 | 31 - 46 |
| 7 | Workforce Information 2015 | 47 - 68 |
| 8 | Operational Report - Schools & Academies Catering & Facilities Management Services | 69 - 90 |
| 9 | Work Programme | 91 - 94 |

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 1 st July 2015 (commencing at 10.30am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Sheila Place (Chairman)

Nicki Brooks (Vice Chairman)

A Maureen Dobson
 Darren LangtonA John Ogle
 Ken Rigby

Tony Roberts MBE

Jacky Williams

Yvonne Woodhead

Liz Yates

OFFICERS IN ATTENDANCE

Julie Brailsford Assistant Democratic Services Officer

Helen Fifoot Team manager Schools Catering

Brian Fitzpatrick Unison

Claire Gollin Group Manager, HR

Mark Herring Team Manager Facilities Management

Jas Hundal Service Director Transport, Property and Environment

Martin Sleath Branch Secretary, Unison

Marje Toward Service Director, HR and Customer Service

MINUTES SILENCE

The committee held a minutes silence for the Children's Social Worker, John Stollery who died in the Tunisia attack.

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 1st July 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 and Councillor John Ogle.

MEMBERSHIP

It was reported that Councillor Jacky Williams had been appointed in place of Councillor Ken Rigby.

DECLARATIONS OF INTEREST

There were no declarations of interest.

CLEANER OF THE YEAR AWARDS

The Chairman presented a bouquet to Collette Riley to congratulate her on winning the runner up award in the Association of Building Cleaning Direct Services cleaner of the year awards 2015.

REVISED STAFFING STRUCTURE FOR THE OCCUPATIONAL HEALTH AND WELLBEING SERVICE

RESOLVED 2015/015

1. To approve the changes to the Occupational Health staffing structure effective from September 2015 as set out in the report.

WORKFORCE PLANNING: UPDATE ON WORK BASED LEARNING OPPORTUNITIES FOR YOUNG PEOPLE IN NOTTINGHAMSHIRE

RESOLVED 2015/016

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

UPDATE ON NOTTINGHAMSHIRE COUNTY COUNCIL'S LEADERSHIP DEVELOPMENT PROGRAMME

RESOLVED 2015/017

1. To note the progress made to date with the Leadership Development Programme.
2. To note the planned actions for the continuation of the Leadership Development activity.
3. To agree to receive further reports relating to the progress of the Leadership Development Programme.

ESTABLISHMENT OF A SOCIAL CARE CENTRE FOR KNOWLEDGE AND PRACTISE DEVELOPMENT

The Service Director, HR and Customer Service, informed the committee that the bid for funding from the Department for Education for the establishment of a social care centre for knowledge and practise development had been unsuccessful and therefore the report was withdrawn.

OPERATIONAL REPORT – CATERING AND FACILITIES MANAGEMENT

RESOLVED 2015/018

That the report be noted.

WORK PROGRAMME

RESOLVED 2015/019

That the Committee's work programme be noted.

The meeting closed at 11.25am

CHAIRMAN

1st July 2015



**JOINT REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND
HUMAN RESOURCES AND THE SERVICE DIRECTOR - STRATEGIC
COMMISSIONING ACCESS AND SAFEGUARDING - ADULT SOCIAL
CARE AND HEALTH**

**OPTIMUM WORKFORCE LEADERSHIP - UPDATE ON OPERATION OF
REVISED SERVICE**

Purpose of the Report

1. To update the Personnel Committee on the operational business activities and outcomes of the revised service model for the Optimum Workforce Leadership project (OWL) since the previous report to committee in January 2015.
2. To advise on the progress made towards the recommendation agreed by the Committee, that income generation should achieve full sustainability by the end of March 2016 and enable members to consider the further service implications.

Information and Advice

Background

3. Personnel Committee in January 2015 agreed a fixed term extension of the service model, funded by the carry forward of a grant balance, which was confirmed as £208,746, up to 31st March 2016, in order to enable an entirely income generating service to be trialled.
4. This included the use of the grant balance to continue to fund the current staffing establishment, as set out in the appendix to this report, necessary to deliver this work for a further year until 31st March 2016 to include:
 - Team Manager Band D (1 fte) £52,578
 - Workforce Planning Officer Band A (0.7 fte) £26,243
 - Administrative Officer Grade 3 (1 fte). £22,098
 - **TOTAL COST £100,919 (inc overheads and on costs)**
5. OWL continues to work as part of the Council's integrated corporate model for workforce planning and development activity, within the wider HR service. The Team Manager reports directly to the relevant Group Manager HR. A current structure chart is attached as an **appendix** to this report. The OWL team work

closely with the Adult Social Care and Health (ASCH) Quality and Market Management team to support the department's wider objectives.

6. The revision of the service delivery model has introduced the following developments:
 - a new procurement framework of learning providers has been secured to deliver a new programme of learning and development events
 - a new package of membership benefits
 - an Improvement Service for care providers who are subject to contract suspension or who have been rated by the Care Quality Commission (CQC) as inadequate and therefore facing special measures
 - procedures for the ASCHPP Market Development Team to promote OWL membership and services to all contracted providers with a view to boosting attendance on courses and improving income generated from events
 - procedures to work with the team to target providers who they have identified as having particular development needs towards appropriate learning interventions. This includes a coaching and mentoring package which is part of the Options for Change, income generation paper
 - working with the Local Education and Training Council (LETC) to put in a bid to secure an element of funding that would ensure OWL continuity in order to support the integration of health and social care initiatives in care provider settings
 - improved reporting on OWL initiatives to stakeholder partners.
7. The revised service model for OWL is aligned with and supportive of the Adult Social Care Strategy and the key themes of the Council's Redefining Your Council transformation programme in relation to:
 - treating people fairly by ensuring they have equity in quality of service provision
 - achieving value for money by supporting the focus on outcomes for people
 - working together in partnership to support care providers to deliver the highest quality care.

The proposal in this report is therefore fully supported by the ASCHPP department.

Financial implications

8. The work undertaken on the new course provision has provided a programme of events that is projected to generate an income of £65k and a surplus over expenditure of £22k.
9. OWL has, to date, achieved a membership total of 84, of which 51 are Open Members at no charge and 33 are Premium Members and have generated a surplus of £2k.
10. It is anticipated that the work with NCC ASCHPP Market Development Team will increase the number of Premium Members, to 60% of the total NCC contracted providers. Over a full year this would generate income of £19.5k. This is a further surplus of £5k from membership income.

11. Taking these and other initiatives into account, such as funding to run joint projects with Health and administering the sector's Workforce Development Fund, a significant impact has been made towards financial sustainability. Current projections show that at March 2016 OWL's income generation activities will account for 40% (£38k) towards covering the salary costs and the overheads of the team.
12. A full year trial has not been possible this year due to the timescales around care home audits and reporting that provide useful data for the commissioning of learning and development events and targeting of individual care providers requiring improvement.
13. It is not therefore currently possible to forecast whether this will fully meet the requirements of the January 2015 Personnel Committee report to be totally self-financing by the end of March 2016.
14. Finances for new projects are currently being applied for. If successful these will cover all their costs and bring in an additional surplus over expenditure of approximately 18.5 % to further reduce the deficit. A project totaling £20,900 has already been approved, which will bring in £3,867 and two more for similar amounts are in the planning stages.
15. The projection in the current budget forecast is that around £62k will need to be drawn down from the grant balance funds in this financial year 2015/16 to top up the income generated to meet the overheads and salaries. The total carried forward at April 2015 was £208,746 and based on the projected requirement of £62k; this will leave £146,746 at the end of March 2016.
16. Grant funds have been carried over year on year since 2008 (projected £146,746 as at March 2016) and are viewed by independent sector care providers as monies that are targeted for the development of their workforce. Originating from Department of Health funds these monies have been constantly topped up through their involvement with OWL, from bids, product sales and course fees.
17. Financial Services have advised that a further carry forward of these monies over year end into 2016/17 would be possible as it is held as a grant balance.
18. The implications are therefore, that although OWL is unlikely to meet the recommendation agreed by Members at the January 2015 Personnel Committee, they should be totally self-financing by the end of March 2016. Current and planned initiatives will more than cover the remaining cost of those elements of service delivery which are additional to the grant balance funding. In addition it can be seen from the report that approximately 40% of overheads are already being part financed from income and consequently OWL is not wholly dependent on the grant balance.

Proposal:

19. It is proposed that, given the confirmed availability of further grant balance monies, the OWL project team be retained for a further year, continuing the use of the available grant balance to provide and report on a full year trial of the newly developed service model.

20. The benefits of this option are:

- more demand can be created for courses and membership services, leading to greater income generation
- access to an improvement agency working can be developed in partnership with the local authority and other stakeholders to improve outcomes for people in receipt of care, where a need has been identified
- comprehensive engagement can take place with managers and owners across the health and social care sector
- market shaping support products can be developed which can be used to encourage providers to deliver requirements in line with the market position statement and Adult Social Care Strategy
- managers can be further supported to develop their workforce and evidence competence to meet their regulatory and contractual requirements
- funds can be generated from the voluntary sector and partner organisations to support workforce development
- OWL can become recognised as a 'go to' organisation for managers to obtain the right support to improve quality across the sector.

21. Should an extension of the OWL project grant balance funding not be agreed and the work cease as a result the risks associated are:

- loss of specialised independent sector workforce planning and development focus and the knowledge, understanding and specifically developed tools to support this
- loss of focused approach to providing quality improvement outcomes based on intelligence from quality audit findings
- the need to develop a new improvement agency approach to support the care provider improvement process
- the breakdown of established networks leading to funding opportunities for health and social care providers, including Lead Partner for Skills for Care Workforce Development Fund, membership of the LETC for funding for joint health and social care projects. It is a responsibility for the County Council to promote funding for workforce development initiatives under the requirements of the Care Act 2014.
- loss of intelligence relating to workforce development activity
- loss of access to an objective health and social care workforce development service that signposts organisations to services based on the

needs of the care setting and supports its implementation across the whole county.

Reasons for Recommendation

22. A further extension of the OWL project team will enable the Council to continue to support the independent sector through the implementation of the Care Act 2014, including the personalisation agenda and support the wider workforce transformation arising.
23. This includes the new duties placed on local authorities by the Care Act to facilitate and shape their market for adult care and support as a whole, so that it meets the needs of all people in their area who need care and support, whether arranged or funded by the state, by the individual themselves, or in other ways.
24. The Council will continue to be expected to influence and drive the pace of change for their whole market, to achieve a sustainable and diverse range of care and support providers. There is an ongoing need to continuously improve quality and choice and deliver better, innovative and cost-effective outcomes that promote the wellbeing of people who need care and support.
25. The OWL team have developed specialist strategic workforce development knowledge and experience through working with the independent health and social care sector. Retaining and developing the current model will therefore provide in house capacity to identify and deliver these specific workforce development needs in a consistent framework.
26. This will provide a responsive method of supporting the implementation of change in independent health and social care settings and the targeting of those specific areas where quality improvement requirements have been identified.
27. The proposal would also continue to support and enhance the objectives of the Quality and Market Management Team within ASCHPP. Which are to improve the quality of service provision amongst the independent sector care providers to meet the standards set out in the ASCHPP Quality Audit Framework.

Statutory and Policy Implications

28. 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.

Human Resources Implications

29. The proposals set out in this report would extend the establishment of the team of three employees currently providing this service for a further fixed term period, up to 31st March 2017. The recognised trades unions have been consulted and are in agreement with the recommendations.

Financial Implications

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

RECOMMENDATIONS

It is recommended that Members agree:

1. A fixed term extension of the current service model, funded by the carry forward of grant balance up to 31st March 2017 in order to build on the newly created service model and continue to grow income generation opportunities. This would be subject to further in year review.
2. The continuation of the current staffing establishment necessary to deliver this work on a temporary basis until 31st March 2017.

Marjorie Toward

Service Director – Customers and Human Resources

Caroline Baria

Service Director – Strategic Commissioning Access and Safeguarding

For any enquiries about this report please contact:

Claire Gollin, Group Manager HR, claire.gollin@nottsccl.gov.uk tel: 0115 9773837

Constitutional Comments (SMG 26/08/15)

31. The Committee is the appropriate body to consider the proposals set out in this report.

Financial Comments (CSB 27/08/15)

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

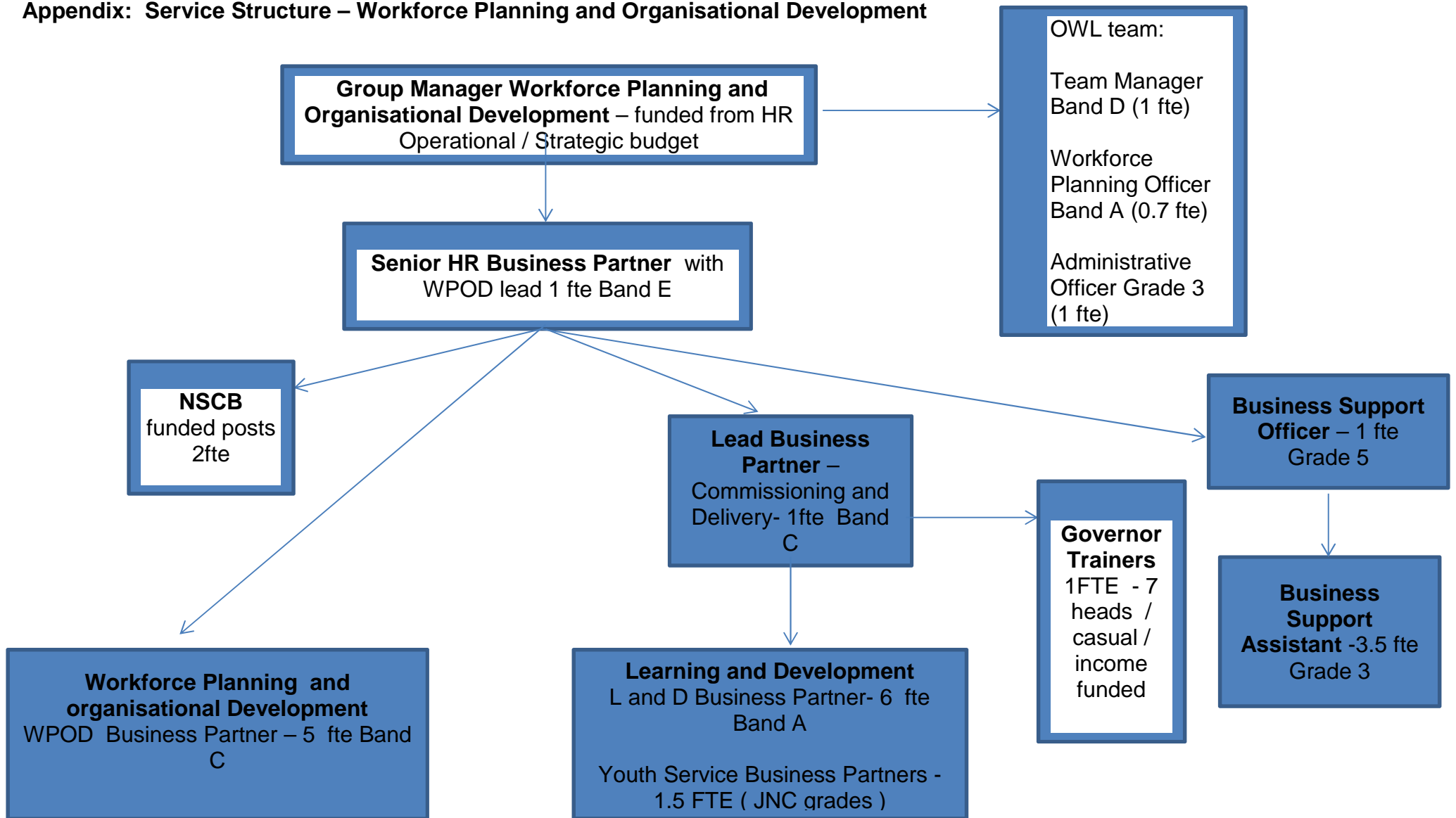
Background Papers and Published Documents

Trades union comments dated 10th September 2015.

Electoral Division(s) and Member(s) Affected

All

Appendix: Service Structure – Workforce Planning and Organisational Development



**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****EMPLOYEE HEALTH AND WELLBEING AND SICKNESS ABSENCE
PERFORMANCE UPDATE AS AT 30th JUNE 2015****Purpose of the Report**

1. To update Members about Nottinghamshire County Council's performance in relation to levels of sickness absence across its wider workforce and the current and planned measures being taken to further improve the health and wellbeing of its direct employees.

Information and Advice**Background**

2. The Council's managers are critical to the effective prevention and management of sickness absence and are supported in this through a range of eLearning and web based materials, complemented by workshops to guide managers through more complex absence management issues. Targeted HR support and advice is also available to all managers to enable them to manage and reduce sickness absence in their service areas.
3. Sickness absence data, reasons reporting and associated trend analysis is drawn down at regular quarterly intervals from the data input by line managers into the corporate Business Management System (BMS). This report represents the position as at the end of the first quarter of 2015 -16, that is **as at 30th June 2015**.
4. This information is used to inform the development of measures to ensure that, working with and through managers, the ongoing trend of improvement in attendance is maintained, and to identify additional corporate responses to further improve the health and wellbeing of the Council's workforce.
5. An updated Employee Health and Wellbeing Action Plan for 2015 -18 which was considered by Members at the 11th May 2015 meeting of this Committee, identifies a series of actions which are currently being implemented to effectively address the actual and potential impact of ongoing and significant organisational change on employee wellbeing.

Benchmarking

6. The Council continues to aspire for its performance relating to the number of days absence attributable to sickness per employee per annum to be better than the national average for comparable organisations.
7. Since the previous report the Local Government Association (LGA), has published its latest Workforce Survey Data which retrospectively reflects the situation as at 31st March 2014. The Chartered Institute of Personnel and Development (CIPD) has also recently updated its annual survey report on Absence Management across all UK employers to reflect the situation as at the end of 2014.
8. The latest available comparable benchmark data now indicates that nationally, on average, absence levels are reducing across all sectors but remains highest in the public and not for profit sectors:
 - Absence levels across the whole public sector are on average have fallen from **8.70 days** per employee per annum in 2013 to **7.90days** in 2014 (source CIPD)
 - Across the whole Local Government sector the figure is higher, however the average sickness per FTE employee per annum has reduced from **8.80 days** in 2012/13 to **8.40 days** in 2013/14 (source LGA)
 - Average performance against all the comparable County Councils in the Chartered Institute of Public Finance and Accountancy benchmarking group is currently **8.50 days** and **9.40 days** for all Councils (source CIPFA HR Value For Money indicators 2013/14)
 - In addition available year end 2014/15 out turn for comparable East Midlands Shire Counties was as follows:
 - Derbyshire **8.16 days**
 - Leicestershire **9.60 days**
 - Lincolnshire **7.80 days**

Current performance

9. Benchmarking data indicates that NCC's overall performance continues to be considerably better than the national average for the local government sector and the wider public sector and the overall trend remains one of incremental improvement. Organisational transformation and the associated uncertainty arising makes it essential to retain a focus on employee wellbeing and resilience in order to sustain this progress.
10. As set out in **Appendix A** of this report, average overall reported sickness levels stood at **6.60 days** as at 30th June 2015, an improvement by a further decrease of **0.08 days** on the previous quarter of the year and remains significantly lower than the local government or wider public sector average.
11. Based on a yearend turnout of 6.68 days for 2014/15, a sustainable performance target for 2015/16 was considered and agreed by Members at the May Personnel Committee meeting and set at **7. 00 days** per employee per annum by 1st April 2016. This reflects the need for a target that is stretching whilst also being both realistic and sustainable if reporting levels increase.

12. This took into account that the Council's performance in relation to staff absence is most influenced and impacted on by the performance of its largest direct services. The transfer out of some substantial functions within the authority into alternative service delivery models is likely to impact on the relative overall performance outcome.
13. Absence remains consistently highest in the ASCHPP department although there has been a decrease of **0.05 days** on the previous quarter and this now stands at **10.94 days**.
14. The Council's sickness absence reporting continues to include schools under County Council control (excluding Academies which are independent employers), in order to enable the Council to make consistent year on year comparison to identify performance trends and to benchmark this authority's performance against other local authorities using national benchmarking data, including CIPFA, whose definitions include schools.
15. The level of reported absence in schools alone is currently **5.21 days** on average per employee.

Reasons for absence:

16. The 14 categories adopted by the Council for managers to attribute a reason for each occurrence of employee sickness absence when recording the absence on the Business Management System reflect those used by the LGA. This allows for comparison with other local authorities and national performance benchmarking.
17. Reasons for absence in NCC as at 30th June 2015 are set out in **Appendix B** of this report:
 - **Stress:**
18. Relatively high levels of stress related absence across the wider local authority sector reflect the operating environment of budget reductions and organisational change which have resulted in post reductions and increased demands on those who remain in the service. This also raises the potential for "presenteeism" to occur which needs to be identified and managed at source.
19. The current LGA data continues to highlight that the most common overall cause of all absence across the local government sector is stress, depression, anxiety, mental health and fatigue. This has increased to comprise of **22.80%** of all absence across the sector compared to **21.90%** in the previous year .
20. This position is less pronounced within the NCC workforce having improved over recent years in line with the adoption of a more strategic and proactive approach to employee wellbeing, from a position when stress and stress related illness constituted as much as **21%** of all recorded absence.
21. Stress however remains the most prevalent cause of sickness absence in the County Council. Reported absence attributed to stress and related conditions has increased from the previous quarter and currently stands at **18.28%** of all reported absence as indicated in **Appendix B** compared with **17.78%** at the previous quarter.

22. The Council has a range of established and well embedded provision aimed at reducing work related stress and maintaining employees at work including:

- An established and well received employee counselling service, delivered through an external provider “Care First”
- The inclusion of stress management in absence management learning resources for managers
- A wide range of flexible working provisions to help employees manage their work/life balance
- An on-line stress audit tool, “Well Worker” which enables managers to engage with their staff to identify actual and potential stressors and action plan accordingly
- Support for managers from HR Business Partners work in stress hot spot areas to identify causes and solutions which might include any of the above
- Effective joint working with the trade unions through the Joint Wellbeing and Attendance Management Steering Group with a focus on supporting staff through change.

23. As reported to the previous meeting of this Committee, further action to build individual and organisation resilience to prevent, proactively respond to and manage stress, with a particular focus on mental health awareness, is the priority reflected in the Council’s Employee Health and Wellbeing Action Plan for 2015-18.

- **Other reasons:**

24. The next most prevalent reason for absence across the Council remains surgical operations and post-operative recovery, and during quarter 1 of 2015/16 this rose from **16.95%** to **17.42%**.

25. It is important for the purposes of accurate monitoring that, wherever possible, managers attribute the reported reason for absence against one of the 14 categories in the BMS system. Following the issue of a reminder to managers, there has been a steadily improving trend in the number of managers reporting attributable absence against the category of “Other” as a default, with a further improvement on the previous quarter of **0.42 percentage points** from **15.21%** to **14.79%** with room for further improvement.

26. Within this Council the level of absence attributable to muscular skeletal problems reflects the comparatively high proportion of physically demanding frontline services currently provided in-house. As these services move into alternative service delivery models this is likely to decrease further

27. Across the local government sector absence caused by musculo-skeletal problems is currently reported as **14.40%**. In the first quarter of 2015/16 the NCC percentage was **11.76%**, a further decrease of **0.48 percentage points** on the previous quarter.

Long term absence:

28. It is recognised nationally, backed up by research from the Health and Safety Executive (HSE) that the longer an individual has been absent from work due to illness the less likely it is that a successful return can be facilitated.

29. As set out in **Appendix C** of this report, for the final quarter of the year data indicates that overall **58.73%** of all reported absence across the Council is long term.
30. Whilst this is a further improvement from **58.97 %** at the previous quarter, a priority for the Council continues to aim to reduce long term absence to **50%** or below, in line with the national average.
31. HR support is available to managers to enable them to respond to long term absence in a timely and proactive manner, working with the individual employee concerned to achieve an effective rehabilitation back into work through the use of reasonable adjustments, including phased return to work.

Actions for Improvement:

32. Supporting the Council to be a Healthy Organisation is a key priority of the Council's new Workforce Strategy which supports the delivery of the Workforce Development Programme of the Council's cross cutting transformation portfolio. The Employee Health and Wellbeing Action Plan sets out the measures identified to achieve this.
33. In order for the Council to transform effectively, organisational and individual resilience must be maximised and all employees supported to personally cope with change and perform their best at work. The Leadership cohort had the opportunity, as part of the Leadership Development Programme, to participate in a workshop on the manager's role in resilience to enable them to cope with the pressures of change and support their staff through change. This will be rolled out to the wider workforce as an eLearning resource on personal resilience by the end of the year.
34. The Council remains committed to enabling all NCC managers to monitor workloads, support their staff through change and offer appropriate support on an individual basis which is reflected more clearly in a revised EPDR process. This will be set in the context of embedding a Coaching Culture across the Council and, as part of the Council's wider Coaching framework, a learning intervention "Manager as Coach" was launched in early July for all Team Managers and above.

Future Reporting:

35. Subsequent reports will reflect the interim change to the Council's organisational structure at senior level, as agreed at Policy Committee on 15th July 2015, which following enabling from 1st September 2015 will reassign some Service Directors and Group Managers and their structural reports to different service headings or departments.
36. The next performance update to members at Personnel Committee on 18th November 2015 will cover the 2 month period 1st July to 31st August 2015 in order to reflect performance trends under the previous organisational departmental structure over a rolling 12 month period as per the existing practice, as reflected in appendix A of this report.
37. The subsequent report to Personnel Committee on the 10th March 2016 will be the first to reflect the revised organisational structure and will cover the 4 month period 1st September to 31st December 2015.

38. The changes on the breakdown of data by department and service areas will impact on the Council's short term ability to report accurately on comparative trend information at departmental level until sufficient time has elapsed to look back over a rolling period.
39. There will also be an impact on the Council's capacity for consistent year on year comparative trend analysis of sickness by department. To mitigate this impact reports will continue to reflect specific service areas.
40. The normal quarterly reporting cycle will then resume and be reflected in the report setting out the situation as at 31st March 2016.

Other Options Considered

41. The Council's approach to employee health and wellbeing is the subject of ongoing discussions with trade union colleagues through the Joint Wellbeing and Attendance Management Steering Group which considers a wide range of potential options for continued improvement.

Reasons for Recommendations

42. The recommendations will enable Elected Members to review the current levels of performance and direction of travel set out in this report and the actions that are in place to maintain a level of performance, which meets the Council's identified targets and supports continuous improvement in levels of attendance across the Council. Regular update reports will be submitted on a quarterly basis.

Statutory and Policy Implications

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

Human Resources Implications

44. These are set out in the body of this report. The trades unions are engaged in the further development of employee health and wellbeing initiatives through the Joint Wellbeing and Attendance Management Steering Group. Trades union colleagues are supportive of the priority that is being given to tackling and providing support around the issues of stress and have emphasised the need overall for continuing work with managers.

Equalities Implications

45. The Council's Attendance Management policy and procedure applies equally to all directly employed staff. There is a separate policy which is applicable to all maintained schools and is recommended to all schools with different governance arrangements. These procedures contain guidance which ensures that appropriate management of the

sickness absence of employees with a disability complies with the requirements of the Equality Act 2010.

RECOMMENDATIONS

It is recommended that Elected Members note:

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

Marjorie Toward
Service Director – Customers and Human Resources

For any enquiries about this report please contact:

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

Constitutional Comments (SMG 24/08/15)

46. Because this report is for noting only, Constitutional Comments are not required.

Financial Comments (CSB 25/08/15)

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

Human Resources Comments (CLG 01/08/15)

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

Background Papers

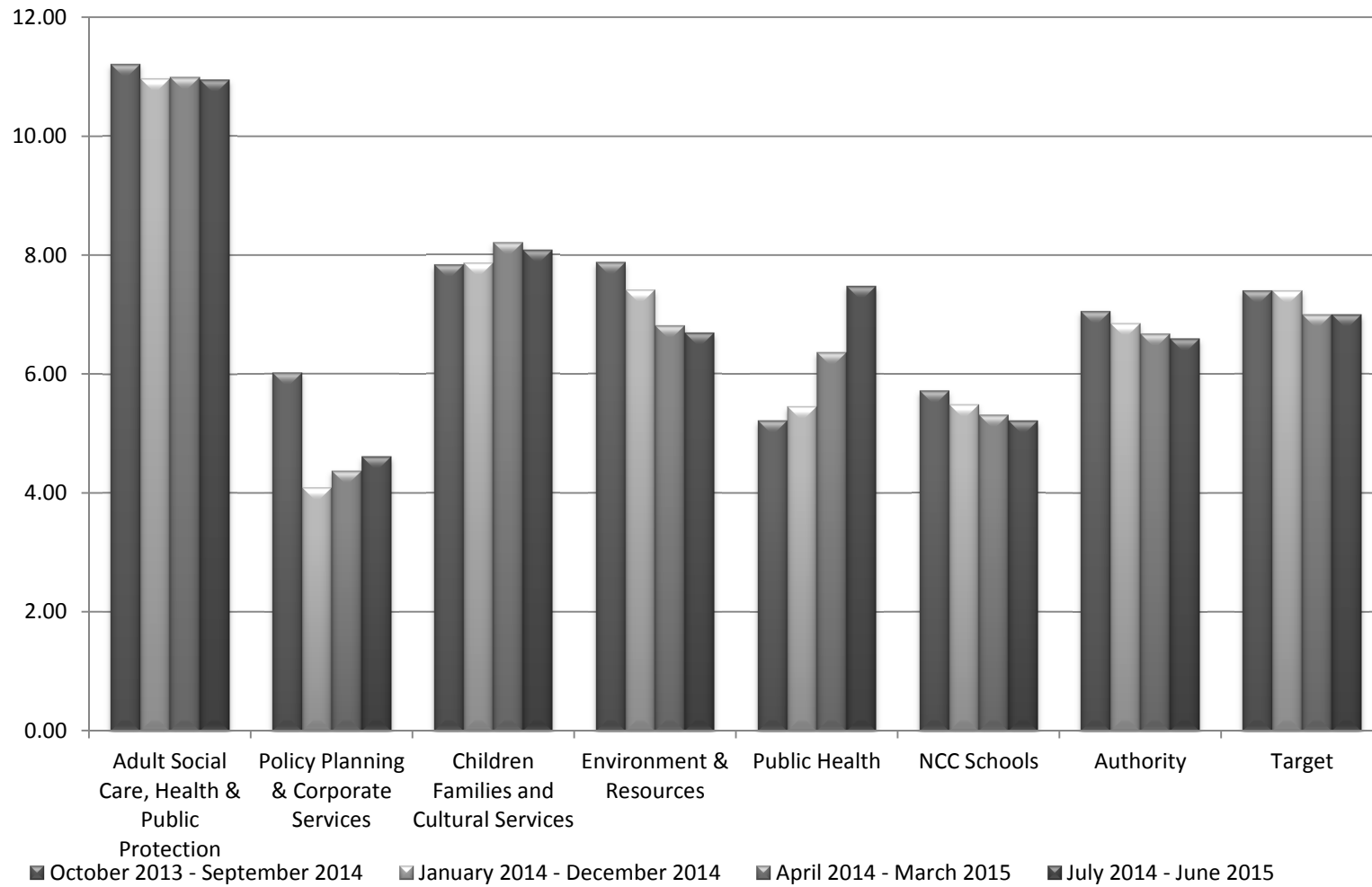
Trades union side comments dated 10th September 2015.

Electoral Division(s) and Member(s) Affected

All

Appendix A: Overall Sickness Levels by Department on rolling 12 month basis

Chart 1. Average number of days sick per employee for the authority by department



**Chart 2. ASCH & Public Protection
July 2014 - June 2015**

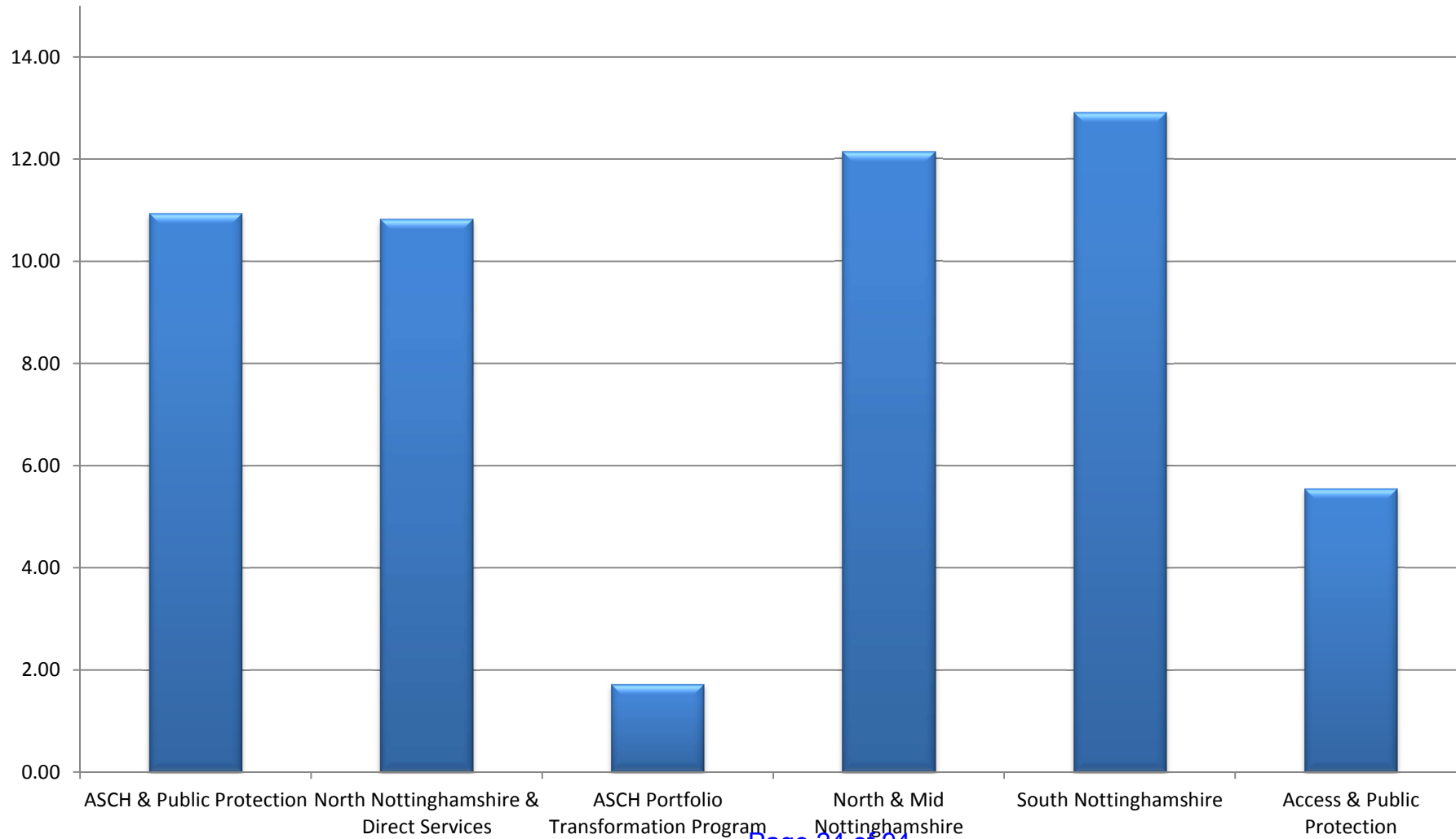


Chart 3. Policy, Planning & Corporate Services
July 2014 - June 2015

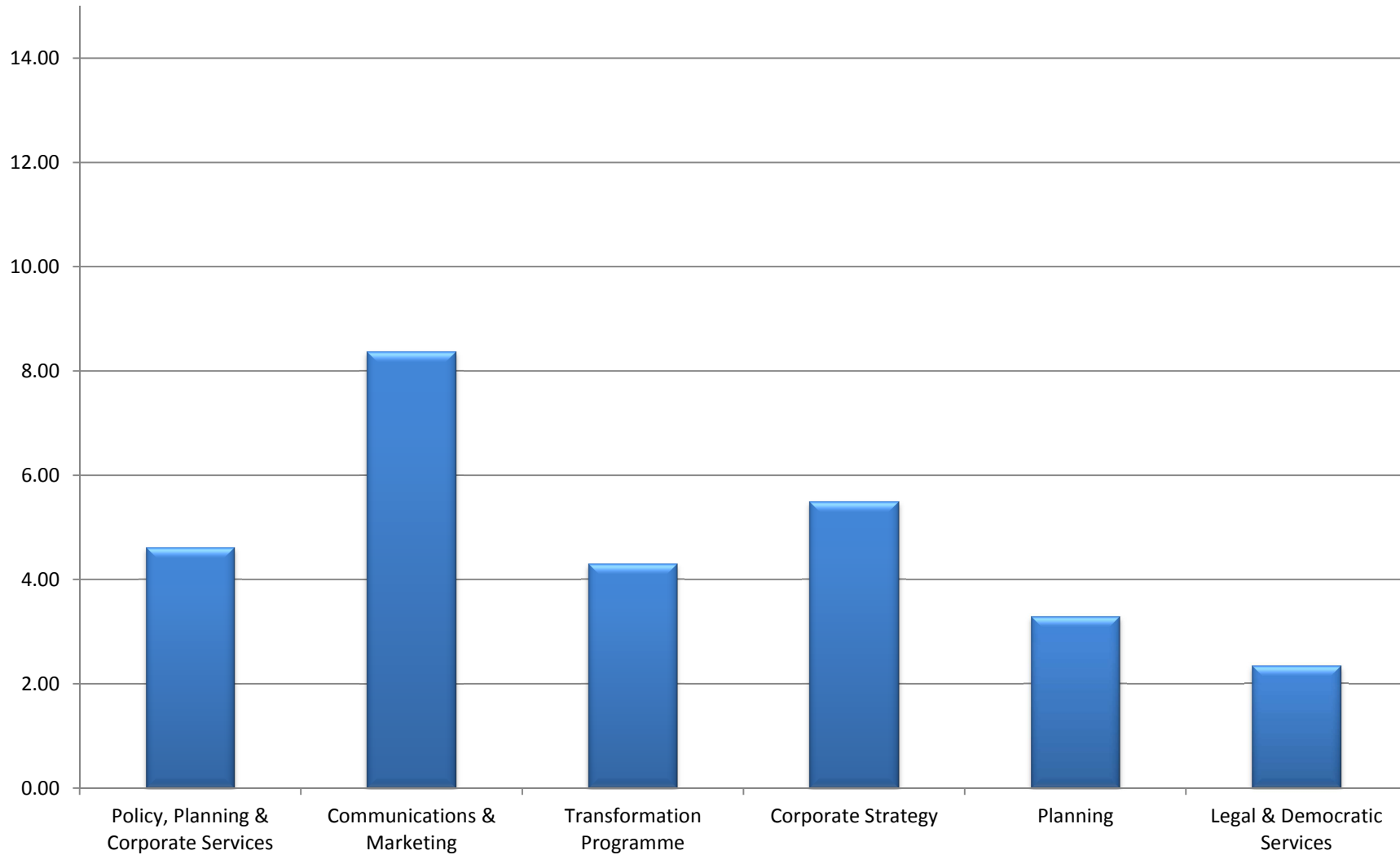
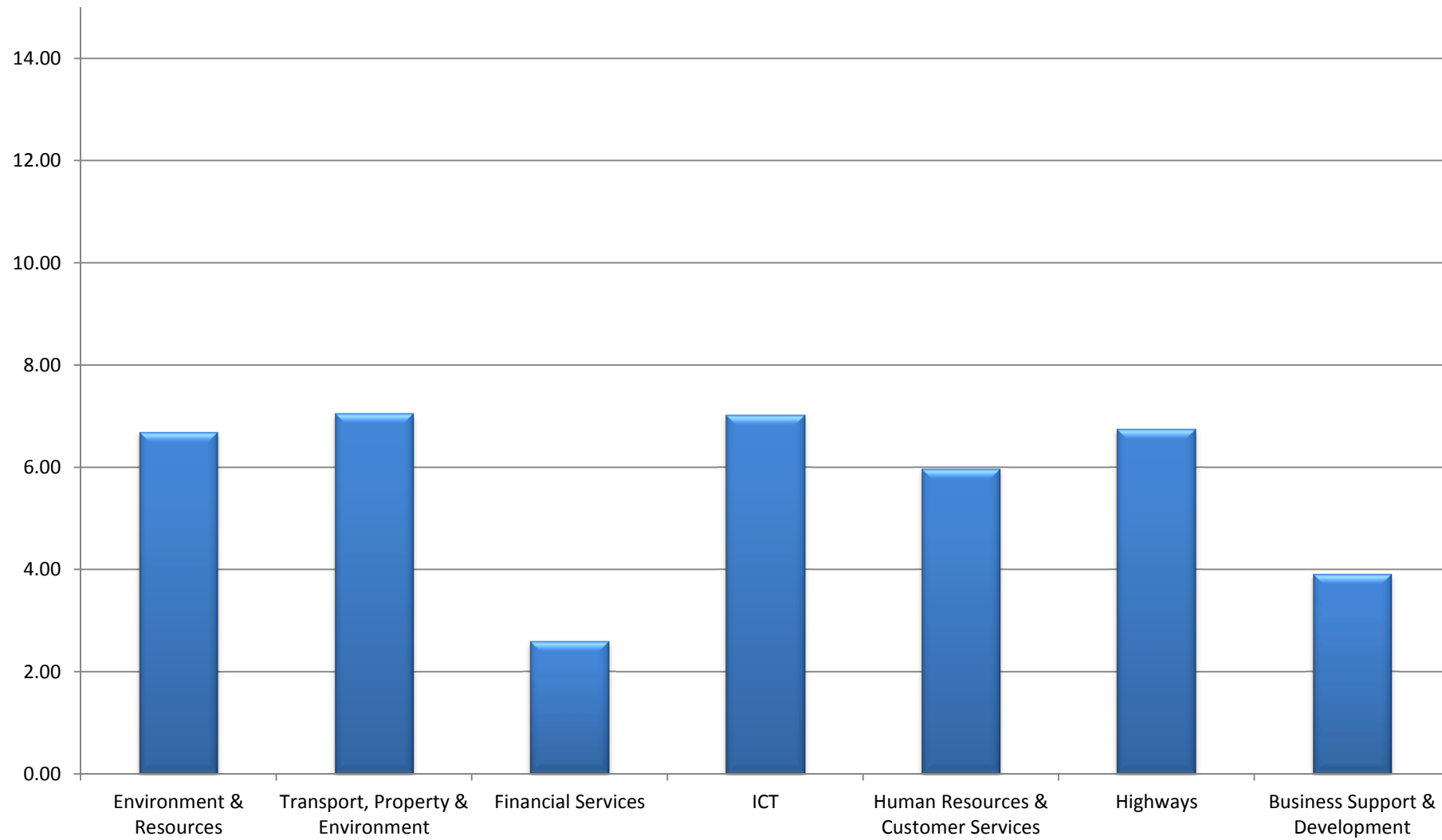


Chart 4. Environment & Resources
July 2014 - June 2015



**Chart 5. Children, Families & Cultural Services
July 2014 - June 2015**

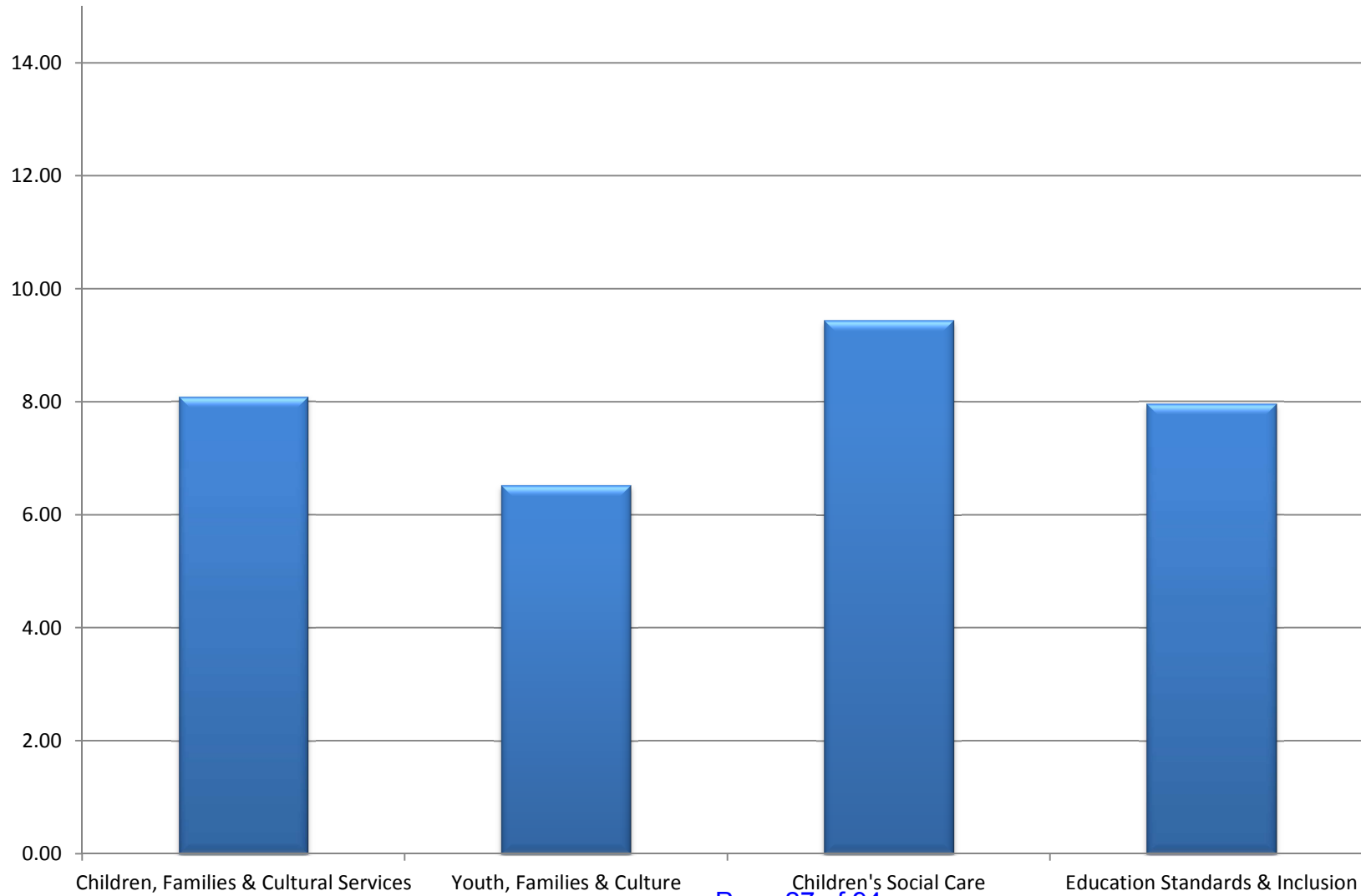


Table 1. Sickness Levels Over Rolling 12 month basis by Department

	Headcount	October 2013 - September 2014	January 2014 - December 2014	April 2014 - March 2015	July 2014 - June 2015
Adult Social Care, Health & Public Protection	1846	11.20	10.96	10.99	10.94
Policy Planning & Corporate Services	297	6.02	4.09	4.37	4.62
Children Families and Cultural Services	2764	7.83	7.86	8.21	8.08
Environment & Resources	3881	7.88	7.41	6.81	6.69
Public Health	57	5.22	5.46	6.36	7.48
NCC Schools	9287	5.71	5.48	5.31	5.21
Authority	18,119	7.06	6.85	6.68	6.60
Target		7.40	7.40	7.00	7.00

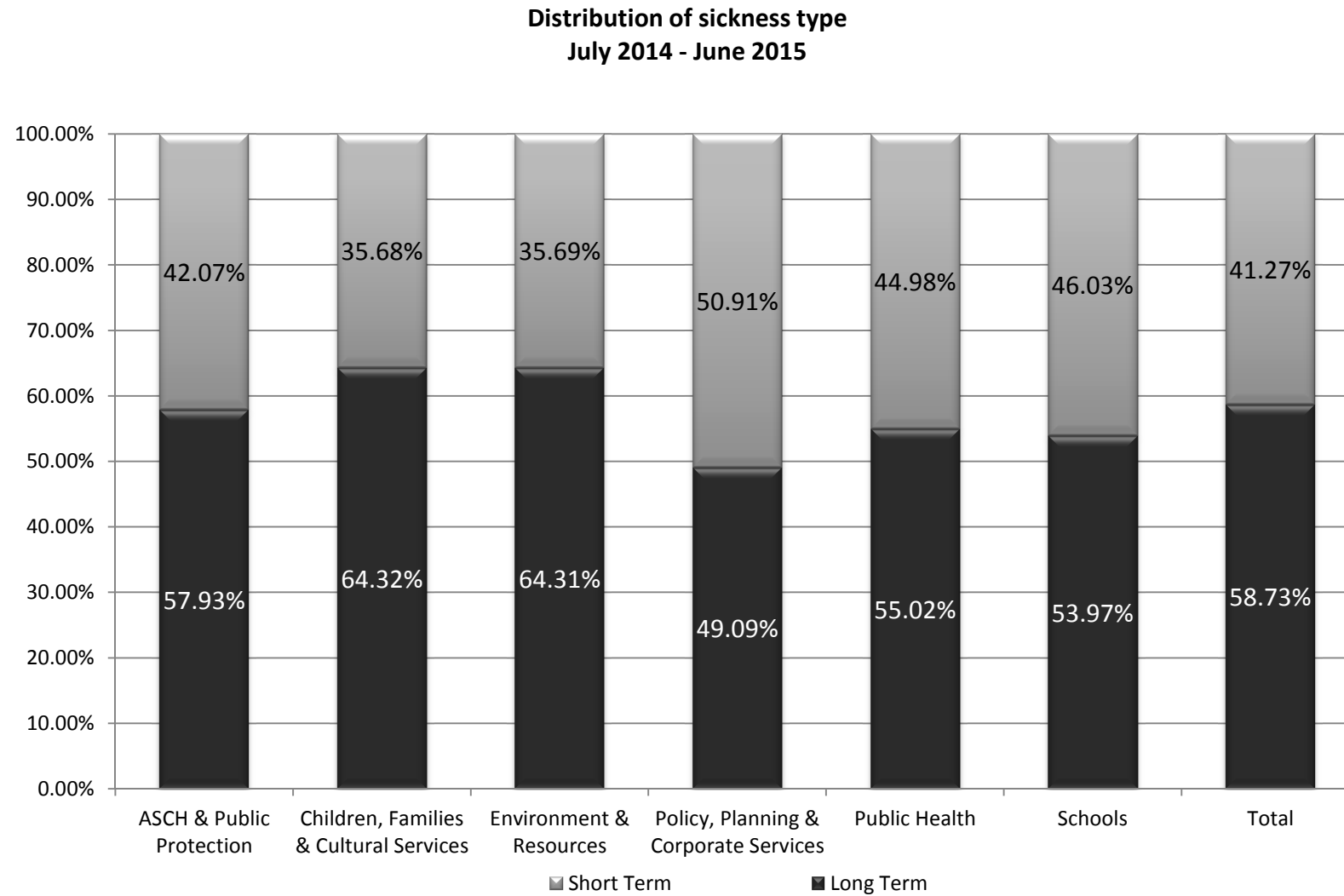
NB: Some employees have multiple employments in more than one department, therefore overall headcount total will not correspond to the sum total headcount of all departments which is **18,132**.

Appendix B: Reasons for Absence

Department	Headcount	Back Problems	Cold/Flu/ Sore Throat	Headache/ Migraine	Heart/ Circulation	Infection	Muscula r/ Skeletal	Op/Post Op Recover y	Other	Pregnan cy Related	Respirat ory	Skin Disorder	Stomach / Digestio n	Stress/ Depressi on	Not assigne d
ASCH & Public Protection	1846	4.52%	8.49%	2.70%	1.13%	2.48%	11.16%	15.35%	15.22%	0.72%	2.88%	0.18%	9.10%	22.37%	3.67%
Children, Families & Cultural Services	2764	3.69%	10.50%	1.90%	1.18%	3.78%	10.73%	14.80%	15.22%	1.40%	3.81%	0.19%	9.25%	23.05%	0.50%
Environment & Resources	3881	8.13%	7.21%	1.90%	2.28%	2.98%	17.41%	18.79%	15.00%	0.44%	2.95%	0.34%	6.47%	14.39%	1.71%
Policy, Planning & Corporate Services	297	3.00%	12.69%	2.64%	0.06%	0.99%	12.69%	6.25%	13.06%	5.51%	5.39%	0.00%	9.55%	28.16%	0.00%
Public Health	57	5.35%	10.32%	0.85%	0.00%	2.10%	0.96%	20.06%	58.65%	0.00%	0.00%	0.00%	1.15%	0.57%	0.00%
Schools	9287	4.92%	11.07%	2.38%	1.14%	3.87%	9.29%	18.70%	14.05%	1.55%	3.36%	0.29%	11.89%	16.96%	0.52%
Totals	18119	5.40%	9.67%	2.24%	1.40%	3.39%	11.76%	17.42%	14.79%	1.16%	3.27%	0.27%	9.67%	18.28%	1.29%

NB: Some employees have multiple employments in more than one department; therefore overall headcount totals, which as at 30.06.15 was **18119** including schools and **8845** excluding schools, will not correspond to the sum total headcount of all departments which is 18132.

Appendix C: Long and Short Term Sickness



23rd September 2015**Agenda Item: 6****REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING
INFORMATION AS AT 30TH JUNE 2015****Purpose of the Report**

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

Information and Advice**Background:**

2. Workforce information enables the Council to effectively monitor the on-going impact of organisational change and transformation on the number and nature of its staff and assist it to plan its future staffing and skills requirements.
3. The Council is committed to an integrated, structured and strategic approach to its overall workforce planning which includes an ongoing focus on:
 - talent management
 - career planning
 - succession planning
 - identification and addressing of skill gaps
 - leadership and management development
 - effective recruitment; particularly in areas of skills shortages
 - effective retention of key knowledge, skills and experience .
4. Critical to success is accurately establishing and planning for urgent and future staffing requirements and identifying what type of skills, knowledge, experience and aptitudes the Council needs to have available. This is based on an ongoing prediction of key service demands and major workforce issues, subject to regular review to reflect changes in requirements.
5. This approach relies on equipping the Council's workforce to be more mobile and flexible in working across the organisation and with partners with effective cross skills training and development. It also necessitates adopting a more

systematic approach to retraining, redeployment and career development which includes identifying horizontal, rather than vertical, career opportunities.

6. The new workforce planning model will enable the Council to be responsive to supply and demand and is reflected in the Council's new Workforce Strategy for 2015-2018 which is under development as part of the Workforce Development Programme.

Headcount:

7. The actual County Council headcount figure for non-school based staff **as at 30th June 2015** is **8,832**. This includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees. Since April 2014 this represents an in year overall headcount reduction of **340** from **9,172**.
8. The trend of overall reduction in workforce numbers is due to a number of reasons including the implementation of Service Reviews and organisational re-design of the Council with resultant redundancies and transfer out of some staff, as well as natural turnover and retirement.
9. Moving forward, there may be considerable fluctuation in workforce numbers arising from the need to respond to the demands of new legislative requirements in Adult Social Care and the impact of the adoption of a range of Alternative Service Delivery Models.

Vacancy Management:

10. The intention of the Council's current Vacancy Control arrangements is to ensure robustness and consistency of vacancy management to enable agreed post reductions to be made with the minimum number of compulsory redundancies by deleting vacant posts and providing redeployment opportunities for employees at risk of redundancy.
11. The Vacancy Control statistics in **Appendix A** reflect the period April 2015 to June. For the first time since the introduction of the current process the majority of vacancies in this period have been filled on a permanent basis. This is reflected in the appendix and reflects the imperative to sustainably fill qualified front line posts in both Adult and Children's Social Care.
12. Another area where permanent recruitment through the Vacancy Control process is currently high is front line posts in Traded Services functions, in particular school catering linked to the need to maintain contractual requirements relating to school meal numbers.
13. A total of 390 vacancies went through the vacancy control process with the following outcomes:
 - **Permanent – 205 posts**
 - Fixed term – 161 posts
 - Agency workers – 24 posts

Turnover:

14. The recently released Local Government Association Workforce Survey for the year 2013/14 shows that the Local Government average turnover had increased to **11.90%** from **11.40%** in the previous year.
15. The most recently available CIPFA Value For Money benchmarking data (2013/14), measures turnover through leavers, excluding redundancies. Against all the County Councils in the benchmarking group the average against this indicator is **9.70%**, whilst across all local authorities who are members of the benchmarking network, it is **10.50%**.
16. When redundancies are factored in the NCC turnover rate, calculated as the mean average over the previous 12 month period, currently stands at **10.80%**, compared to **11.90%** at the previous quarter.
17. The table in **Appendix B** incorporates details of the reasons for leaving for the first quarter of the current year and includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees.
18. As has been previously recognised, natural turnover inevitably occurs as employees reach retirement age, gain alternative employment, transfer to other employers or choose to leave work for other often positive, reasons and **Appendix B** gives some useful insight into the reasons people give for moving on.
19. This information provides details of the reasons given for leaving, divided into the previous four quarters. The most common reason for leaving in every quarter is “resignation” which covers employees who are successful in securing a new job including promotion either internally or externally; employees who choose to leave for family reasons including those who choose not to return after maternity leave or career break, and employees who choose to return to full time education.
20. The second highest reason for leaving is voluntary redundancy which given the activity around transformation of services within the County Council, is to be expected. The third highest reason is retirement which relates to those employees who can access their accrued pension benefits.
21. The use of this information is an important part of workforce planning and the need to understand why employees choose to leave allows us to identify whether specific actions are required. For example if employees are leaving from a particular area or profession, there may be a need to consider and review recruitment and retention strategies or investigate more closely the reasons for staff moving on.

22. Information is currently gathered on these reasons from a range of sources, including the BMS forms managers complete, exit questionnaires, leaver interviews and anecdotal information from our agency managed service provider where in some cases people leave employment to pursue opportunities with other employers as part of a contingent workforce.

Redundancies:

23. All reasonable mitigations are considered in order to reduce the impact of post deletions arising from service review on individual employees. These include vacancy control, redeployment, effective workforce planning (including retraining / reskilling), reduced working hours and, wherever possible, volunteers for redundancy are given priority consideration.

24. The following table provides an update on the confirmed number of overall redundancies during the current year, as at 30 June 2015, and also the previous two financial years.

	2013/14	2014/15	2015/16	Overall Total To date	%
Voluntary Redundancy	134	227	19	380	85.8%
Compulsory Redundancy	14	45	4	63	14.2%
Total:	148	272	23	443	

As at 30 June 2015 the proportion of redundancies achieved by voluntary means to date was 85.8%.

25. As the next stage of major organisational change impacts it will become increasingly difficult to achieve a majority of necessary post reductions by voluntary means.

26. The trades unions continue to work closely with management at a corporate level through the Joint Redundancy and Redeployment Working Group to ensure that the potential to reduce the number of compulsory redundancies is fully and consistently explored and maintained.

27. The full range of mitigations, including the Vacancy Control and associated redeployment search, retraining and job search support remain in place to help manage and minimise the impact on individuals, these are described below:

Redeployment:

28. Every effort continues to be made to support employees at risk of redundancy by seeking redeployment into suitable alternative employment opportunities. This includes an on-line redeployment portal for employees at risk of redundancy.
29. A successful redeployment relies on the full and flexible engagement of the individual employee in the redeployment search process and the consistent commitment of all managers to proving at risk employees with well supported trial period in potentially appropriate alternative posts.
30. In comparison to the number of potential compulsory redundancies during this period the number of employees identified at risk of redundancy who were redeployed significantly increased, equating to a **55.5%** success rate.
31. This should be considered in the context of the increasing percentage of all redundancies that are currently being achieved by voluntary means and it remains the case that the impact of ongoing organisational change is resulting in an overall decrease in the number of posts available for redeployment along with a reduction in available job vacancies.
32. The Council aims to offer every reasonable support to engage redeployees in accessing skills based training and retraining opportunities to maximise their potential to be redeployed into suitable alternative posts.

Other support for employees at risk of redundancy:

33. The Council remains actively committed to pro-actively assisting staff at risk of redundancy to remain in its overall employment wherever possible and to support staff to respond positively to the impact of service and organisational change.
34. A dedicated intranet site offers an extensive range of on-line support and guidance covering a wide range of topics ranging from career planning, CV writing and interview skills, dealing with change to planning for retirement and financial management.
35. This support package is continually reviewed, extended and improved, in conjunction with trades union colleagues, to reflect feedback from employees and additional events are made available, on a Countywide basis, on a demand led basis. Access to the support package extends to all employees facing change at work but those at risk are prioritised.
36. The provisions continue to be well utilised, between April 2013 and June 2015 employees made **11,639** views in total of the available information and associated support guides and documents, **7,469** of which were unique.

37. Managers are requested to facilitate access to this information, or to bring it to the attention of employees who do not routinely have access to a computer during the course of their employment. Information regarding training events and individual support sessions is also accessible via the internet so employees can access this from outside of their work base if they wish.
38. Demand for training and support sessions is currently low but is likely to increase later in the year as the impact of further organisational and service review impacts. The current suite of provision designed to support employees through change has been in place for several years and is currently under review to ensure ongoing relevance.
39. In the interim, in the period since the 1st April 2015 to 30th June 2015 a further **10** of the existing range of training and support sessions were offered, run in partnership with external providers including Job Centre Plus and Futures.
40. These sessions were attended by an additional **500** employees and **24** further events have been arranged onward, initially, up to September 2015, to support those employees identified as being at risk as a result of the most recent proposals.

TUPE Transfers:

41. The overall impact of staffing reductions needs to be considered in the context of fluctuations in the workforce due to the implementation of transfers of staff in and out of the authority under the terms of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).
42. As further Service Reviews are undertaken the number of TUPE transfers out arising from the implementation of new and existing agreed alternative service delivery models will continue to increase.
43. During the first quarter of 2015/16, a further 95 employees transferred out of the authority and 1 transferred in as the following table indicates:

TUPE transfers	2014/15		2015/16 to date	
	In	Out	In	Out
Catering and Cleaning	1	69	0	95
Economic Development			1	0
ASCHPP Joint Commissioning	1	0		
Rampton Hospital Library	0	2		
Community Safety Team	1	0		
Total	3	71		

Use of Agency Workers:

44. The latest quarter's figures for agency workers, consultants and interims can be found in **Appendix C**. In the latest quarter to 30th June 2015, there has been an

increase of 18 agency workers since the previous report and a reduction of 4 consultants overall.

45. There is still high usage of agency workers in Children's Social Care with 74 of the total 236 sitting in that service. As the case study brought to the last committee sought to demonstrate, the ongoing need for agency social workers is in response to a national shortage of experienced child protection social workers.
46. Children's Social Care provides ongoing reports to Children & Young People's Committee and the Service Director has confirmed a further report will go in September. This will highlight that there are a number of ongoing initiatives aimed at reducing the reliance on agency workers which include an improved offer to support continuous professional development; mobilisation; piloting social work practice officers. These factors, in addition to the Council's recent favourable Ofsted inspection outcome are expected to assist with current attraction and retention issues.
47. The Council are actively engaged in work with councils across the East Midlands to develop a memorandum of understanding for agency social workers which will seek to ensure that there is sufficient capacity across the region and that no one council is not operating in a way to the detriment of others thus leaving children unprotected.
48. Both ASCH & PP and PPCS departments saw a reduction overall in the use of agency workers in the last quarter. There was a slight increase in the need for drivers to ensure the transport service could be maintained to vulnerable service users. Advice has been provided to the service on how recruitment responses can be improved and on where we may choose to target our recruitment efforts in future. Developing a higher profile at Recruitment Fairs has been a priority over the most recent quarter to again improve our recruitment and therefore reduce reliance on the contingent workforce.

Reasons for Recommendations

49. The regular provision of this information will enable Members to continue to review the impact of the Council's transformation under *Redefining Your Council* in terms of the numbers of people directly employed by the organisation. In relation to the profile of the Council's workforce it will continue to be monitored in line with statutory reporting requirements and Members will be updated on this through annual reports to Personnel Committee.

Statutory and Policy Implications

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

Human Resources Implications

51. The trades unions are actively engaged through the Joint Redundancy and Redeployment Working Group and the Council's Joint Consultative and Negotiating framework in ensuring that appropriate mitigations reduce the number of redundancies, particularly compulsory redundancies. The trades unions have noted the contents of the report.

Equalities Implications

52. The Council's Enabling Procedure and Early Retirement and Redundancy and Redeployment policies apply equally to all directly employed staff. These procedures contain guidance which ensures appropriate and consistent management of the redundancy consultation and selection processes and that this is undertaken in compliance with the requirements of the Equality Act 2010.
53. Equality Impact Assessments are undertaken as appropriate as part of the Service Review process to ensure that implications of any proposed changes for service users and staff are identified and action taken to address any specific issues or disproportionate impacts on particular groups arising from the proposed changes.
54. This Committee has also received an update report summarising the profile of the County Council's workforce, as at 1st April 2015, as part of an established annual reporting regime. The report highlights that despite post reductions, the representation of disabled people, people from black and ethnic minority groups and the balance of male and female employees on the workforce continues to remain fairly constant and comparable with the representation in the local community.

Financial Implications

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

RECOMMENDATIONS

It is recommended that Members note:

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

Marjorie Toward

Service Director - Customers and Human Resources

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

Constitutional Comments (SMG 24/08/15)

58. Because this report is for noting only, Constitutional Comments are not required.

Financial Comments (CSB 25/08/15)

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

Human Resources Comments (CLG 05/08/15)

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

Background Papers

Trades union comments dated 10th September 2015.

Electoral Division(s) and Member(s) Affected

All

Appendix A: Outcomes from Vacancy Control Process 01.04.2015 – 30.06.2015

<u>By Department:</u>	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
ASCHPP	66	113	33	63	17	0
CFCS	99	158	84	72	2	0
E&R	87	104	84	18	2	0
PPCS	8	11	3	5	3	0
Public Health	2	4	1	3	0	0
Total	262	390	205	161	24	0
<u>By Division:</u>						
ASCHPP	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Access and Public Protection	32	43	6	32	5	0
North and Mid Notts	17	49	24	13	12	0
South Notts	9	13	1	12	0	0
Commissioning Day Services – Resi	7	7	1	6	0	0
New / Bass PD	1	1	1	0	0	0
Total	66	113	33	63	17	0
CFCS	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Education Standards & Inclusion	31	41	8	32	1	0
Children's Social Care	32	56	41	15	0	0
Youth, Families and Culture	36	61	35	25	1	0
Total	99	158	84	72	2	0
Environment & Resources	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post

County Supplies	1	1	0	0	1	0
Finance and Procurement	2	2	1	1	0	0
Highways	6	6	2	4	0	0
HR and Customer Service	4	16	10	6	0	0
ICT	3	3	2	1	0	0
Transport Property and Environment	72	76	69	6	1	0
Total	87	104	84	18	2	0
PPCS	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Corporate Strategy	2	2	1	1	0	0
Planning	2	2	2	0	0	0
Legal and Democratic Services	3	4	0	1	3	0
Policy, Performance and Research	1	3	0	3	0	0
Total	8	11	3	5	3	0
Public Health	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
	2	4	1	3	0	0
Total	2	4	1	3	0	0

Appendix B

Reason for leaving	July - September 2014	October - December 2014	January - March 2015	April - June 2015
Retirement	34	24	18	33
Retirement Ill Health	7	8	3	8
Death in Service	0	3	0	2
Dismissal Conduct	1	2	0	1
Dismissal Capability including absence	4	7	2	5
Failed Probation	1	1	0	0
Mutually agreed termination	1	0	2	0
End Fixed Term Contract	7	6	4	10
Redundancy Compulsory	9	13	4	4
Redundancy Voluntary	49	36	16	19
Resignation	185	152	136	152
	298	252	185	234
Average (Mean) headcount over the quarter	9044	8993	8967	8895

Appendix C: Agency Staff employed at 30th June 2015

Department	Agency staff	Consultants	Interims	Total
PPCS				
Transformation Programme				
Communications Team	1			1
Legal Services	9			9
Corporate Strategy		3		3
Democratic Services				
Total	10	3		13
ASCH&PP				
Access & Public Protection	2	1		3
North & Mid Notts	8			8
South Notts	5			5
Strategic Comm, Day Services and Residential	41			41
Trading Standards	8			8
Total	64	1		65
CFCS				
Children's Social Care	74			74
ESI			1	1
YFC	7			7
Business Support	27			27
Total	108		1	109
E & R				
Finance				
Highways	17		8	25
HR	3	2		5
ICT	7	1		8
Procurement				
Transport, Property and Env	27	1		28
Total	54	4	8	66
Total all Departments	236	8	9	253

REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN RESOURCES

WORKFORCE INFORMATION 2015

Purpose of the Report

1. The purpose of this report is to provide Personnel Committee with an updated summary of the profile of the workforce for Nottinghamshire County Council, including both directly employed staff and staff in NCC controlled schools, as part of a regular annual reporting regime.

Information and Advice

Background

2. Treating People Fairly is one of Nottinghamshire County Councils three strategic values and this extends to the Council's role as a major employer in the County.
3. The County Council values diversity across its workforce and recognises the positive impact this has on its ability to provide services which are representative of the community we serve and our core value of treating people fairly extends to the way in which we recruit, develop, reward, deploy and manage our own direct workforce and the expectation that those organisations who provide services on our behalf will share and model this commitment.
4. Since January 2009 all public sector employers, including local authorities, have had a statutory duty under the Equality Act 2010 to publish information on an annual basis about the profile of their workforce, including school based employees, based on their "Protected Characteristics", in the format contained within the **attached Workforce Information Report 2015**.
5. This has facilitated the Council to undertake a year on year trend analysis, starting in 2010 using comparable data which provides an evidence base to inform how it assesses its equality performance as an employer and to benchmark its performance against other comparable local authorities.
6. The workforce profile information is used to help ensure that the Council's employment practices and services are free from discrimination and prejudice and to identify any necessary remedial action.
7. It is also used to inform the development of actions to support the delivery of Council's wider workforce planning strategy, including succession planning and talent management.

8. The Council has a well-established network of employee support groups for its Black and Minority Ethnic, Lesbian, Gay, Bisexual and Transgender and Disabled employees which are involved in the Council's decision making processes and work with managers, particularly when service teams are carrying out Equality Impact Assessments and need to consult. These groups report into the Council's Corporate Equalities Group (CEG) and have been involved in discussion through CEG about the content of this report.

Basis of reporting

9. The latest annual workforce information for Nottinghamshire County Council (NCC) is **as at April 2015** when the overall workforce headcount of centrally employed permanent and temporary staff, many of whom are part time employees, stood at 8,868 with an additional 9,292 employed in NCC controlled schools, totalling 18,160 overall.
10. Since 2012 the data in this report has been generated through the Council's Business Management System (BMS), and is based on the Full Time Equivalent (FTE) occupancy of posts, rather than headcount.
11. This provides a standard measure to enable the Council to compare our performance with other benchmark local government employers, for example through the CIPFA Value for Money report, and is a better measure of the relative impact of multiple employments which are consolidated, reflecting the complexity of working arrangements across the Council.
12. As at April 2015 this equates to a permanent and temporary workforce FTE of 6,450.43 direct NCC employees, or 12,928.82 FTE when schools are included.
13. The report also shows the degree to which the County Council's centrally employed and school based workforce has changed over the extended period 2010 to 2015 (a period over which organisational change and associated service redesign and restructuring have been a constant), in relation to their protected characteristics.
14. The information from this report will help inform the delivery of County Council's Workforce Strategy for 2015 -18, including workforce planning, to ensure that it has a flexible and diverse workforce which will enable it to deliver its service priorities as set out in its Strategic Plan throughout the organisational transformation arising from its Redesigning Your Council Programme.

Key trends

15. The full Workforce Information Report for 2015 is attached as an **Appendix**.
16. Underpinning the data in the report is the ongoing impact on workforce numbers of service review and redesign in response to organisational transformation and budget pressures including headcount reduction and transfers out to other employers, as well as academy conversions and natural turnover, all of which have led to an incremental reduction in the Full Time Equivalent (FTE) number of people employed by the Council overall.
17. In the 12 month period since the last Workforce Information report the reduction equated to 227.8 FTE excluding schools and 319.5 FTE when schools are included.

18. The report illustrates that this ongoing trend of reduction has not in itself had a direct or negative impact on the overall profile of the remaining workforce and the key points regarding the Council's workforce profile that are evident from the data published in the report are highlighted in the following paragraphs:

19. Age:

- In common with the wider local government sector, the County Council has an ageing workforce. As at 1st April 2015, over 60% of all NCC employees were within the 36-45 and 46 -55 age groups, an increase of 2.55% points since 2010 but 0.68% points less than at the same time in 2014. This is indicative of a trend which would be expected given the ageing demograph of the wider community and the effect of this on the Local Labour Market (LLM).
- The proportion of all employees aged over 55 (who are eligible to receive their Local Government pension if made redundant and therefore more likely to volunteer), has increased by 0.55 % points since 2014, reflecting the relative upward shift in the age profile of the remaining workforce over time.
- The proportion of NCC employees under 25 years of age also remains low despite an improvement of 0.22% points increase to 5.27%, compared to 5.05% in 2014. It continues to be under representative of the 14.24% of the Nottinghamshire population who are aged 16-25. It cannot however be assumed that this cohort of young people will all be active in the local labour market as a significant proportion will be in continuing or further education or engaged in work based learning activity such as apprenticeships.
- The County Council has an apprenticeship scheme for young people aged 16-24 which has a target of 60 placements in each rolling 12 month period. As at 1st April 2015 there were 32 active placements. However, as apprentices are employees of the Council's training agency, Futures, rather than NCC, this is not included in the data set out in the **appendix** unless the apprentices are successful in gaining employment with the Council. To date around 80% of Council apprentices have gone on to employment or further education at the end of their apprenticeship; 64% of these secured jobs with the Council.

20. Disability:

- The proportion of all employees who declare themselves disabled shows an increase on the 2014 figure and is now at 2.95% having risen steadily from 2.63% in 2010 across the whole workforce including schools where it stands at only 0.83%. Overall there is a positive trend showing an increase of 0.08% points since April 2014. The percentage is higher for centrally employed staff only (when schools are excluded), standing at 4.83% a 0.18% point improvement on 2014.
- No comparable data is available for the community as data collected for the Census is not based on the definition of disability adopted by the Council which is that provided by the Equality Act 2010.

- Current Office of National Statistics (ONS) Local Labour Market (LLM) data indicates that 20.10% of the local adult population have a declared disability, however only a proportion of these will be in or actively seeking work.

21. Ethnicity:

- The proportion of all employees declaring themselves as not being White British i.e. they are in the black and minority ethnic groups (BaME), has remained relatively constant since 2010 at around 5.5% overall. As at April 2015 this stood at 5.54% a 0.05% point increase since 2014.
- When schools are excluded BaME employees account for 7.76% of the workforce, 0.05% points higher than in 2014, comparing favourably to 7.36% in the wider Nottinghamshire Community but remaining below the 8.20% in the latest LLM data.
- Among the Council's centrally employed BaME workforce (**see table 2 part 4b of the appendix**), there is a predominance of Black/Black British employees, followed by other employees of Other White ethnic origin and then Asian/Asian British employees.
- In schools the picture differs: Other White employees make up the majority of the BaME representation followed by those of Asian/Asian British origin and mixed race with a relatively low proportion of Black/Black British representation.

22. Gender:

- The gender balance in both the Community of Nottinghamshire and its LLM remains roughly 50/50, with 50.80% currently being female. In 2010 the overall split across the whole NCC workforce between men and women was around 27% male and 73% female; by April 2015 this balance had shifted further toward women with men making up just over 22% of the workforce and women just under 78%.
- The disproportionate representation of women in the NCC workforce reflects the nature of some of the roles with the Council which traditionally have a female bias, also the fact that that, as at April 2015, the authority provided most of its frontline services in-house. Because of the nature of these services the Council has historically attracted a high number of women into the part-time job roles which predominate in these areas.
- This gender balance pattern may shift as some services move into alternative service delivery models from April 2016 onward.
- In addition, the wide range of flexible, family friendly employment provisions available to the NCC workforce attracts job seekers with caring responsibilities to its workforce, many of whom have traditionally been women.
- The picture is different in NCC controlled schools, where the split is just over 13% male to just under 87% female reflecting the fact that it has historically been challenging to recruit male teaching staff in primary schools which now make up the majority of those still under NCC control.

- 23 employees in the overall workforce have declared that as at April 2015 they were of a different gender than that assigned at birth.

23. Sexual Orientation:

- The overall disclosure rate of sexual orientation for direct NCC employees continues to be below 53% and has fallen by 0.08 percentage points for direct NCC employees to 52.86% since April 2014; however it has improved by 3.61% points to 35.50% in schools.
- The overall disclosure rate remains too low for meaningful statistical analysis. Refreshed measures are being taken to address this, see **paragraph 36** below.
- In addition there is no comprehensive comparative national, community or LLM data, the 2011 Census did not collect population information on sexual orientation.
- Of those employees who have disclosed the majority, 96.77% of direct employees and 98.69% of school base employees, have declared themselves to be Heterosexual.
- **Table 3 in section 4b of the appendix** further breaks down declared sexual orientation by category.

24. Religion and Belief:

- The disclosure rate of religion and belief for direct NCC employees continues to be below 57% but has improved by 0.09 percentage points for direct NCC employees since April 2014 and most significantly by 3.52 percentage points in schools.
- However the overall disclosure rate remains too low for meaningful statistical analysis. Refreshed measures are being taken to address this, see **paragraph 36** below.
- Community data is available through the 2011 census; however there is no available LLM comparator data.
- As at 1st April 2015 of those direct NCC employees who declared that they have a religion or belief, 54.45% are Christian and 38.96% have declared they have no religion or belief which is considerably higher than the community comparator of 31.48%.
- In schools, a higher proportion, 65.94%, of those who have declared a religion or belief are Christian and 33.26% have no religion or belief. This higher representation of Christian belief may reflect the fact that the all directly controlled faith schools in Nottinghamshire are Christian in ethos.
- **Table 4 in section 4b of the appendix** further breaks down declared religion or belief by category.

25. Grade:

- The information set out in **section 4c of the appended Workforce Information Report** indicates the following:
 - I. Employees aged 46 to 55 are more likely to be in the most senior posts which would be expected given the career progression and age are intrinsically linked. This falls off at age 55 which is currently the age at which employees can access their LGPS pension if redundant.
 - II. The highest percentage of older workers aged 56 plus are in the lowest paid frontline posts.
 - III. Men are most highly represented in the most senior posts at and above Group Manager level. However the overall representation at this level is approximately 60% female.
 - IV. The highest representation of BaME employees is in mid-graded posts at professional and first line management level.
 - V. Disabled employees are also most highly represented in mid-level professional line management posts and front line posts.
- Declaration rates are too low to undertake a meaningful analysis by grade of employees by sexual orientation or religion/ belief.

Disclosure rate:

26. New employees are requested to declare their protected characteristics on their application forms. Data in respect of the successful candidate is then entered into the Council's Business Management System (BMS) at the point of recruitment.
27. The introduction of the BMS at the end of 2012 (from April 2013 in schools), enabled those individuals with direct access to the system to provide or update their own data direct through the Employee Self Service (ESS) facility on their computer dashboard or through their manager if they do not have day to day access to the ESS facility.
28. Other protected characteristics, including an employee's disability status, may change during the course of their employment and can be updated direct by the employee on the Employee Self Service facility of the BMS system or through their manager for those employees without access to a work based PC.
29. In principle this system development should have increased the accuracy and rate of disclosure of all protected characteristics for both centrally employed staff and those in schools.
30. There continues to be a 100% overall disclosure rate for gender and also for age; the BMS is able to update and report on data relating to age on an automatic basis. However despite these systems improvements whilst disclosure rates characteristics have improved on last year, others have fallen.
31. As at April 2015 the disclosure rate for disability stood at 86.55% a fall of 1.11 percentage points since April 2014. However in schools the disclosure rate for disability improved by 0.18% percentage points to 76.80%.

32. Disclosure rates for ethnicity amongst both direct NCC and school based employees fell slightly between 2014 and 2015; for direct NCC employees by 1.15 percentage points to 88.18% and in schools by 1.13 percentage points to 78.31%.
33. The situation in respect of sexual orientation and religion and belief is set out in paragraphs 23 and 24 above. Both remain too low to enable meaningful statistical analysis
34. Current performance is set out in detail in **chart 1, part 3a** of the **appendix**
35. To seek to address the impact of under reporting, frequent reminders are issued to improve engagement by encouraging individual employees to complete and update their personal information, promoting the positive business reasons for this.
36. Most recently the July 2015 “Why Should I Tell You?” campaign which provides reassurance that the information will be treated with utmost confidentiality and any data produced will not be identifiable to an individual in any way but will be used to improve the Council’s employment practices by making sure all employees are treated fairly at the point of recruitment and during their careers with NCC. A further reminder to staff and managers to encourage staff to complete and update their data was provided through September’s team talk. The impact of this is not reflected in these statistics as they relate to April 2015.

Priorities for improvement:

37. Nottinghamshire County Council continues to change in response to the unprecedented challenges facing it; this includes developing alternative models for delivering services in the face of declining financial resources, changing demographics and legislative changes. The Council’s ongoing transformation programme “*Redefining Your Council*” provides the framework for the Council to focus on its priorities around these challenges.
38. The County Council has an ambition to be a good employer, as set out in its current Strategic Plan, and to model this to encourage other local employers in the County to adopt good employment practice to support economic growth, which includes a commitment to fairness and equality, including in employment. The ongoing review of the Council’s core people policies and procedures will include ensuring that they are inclusive, are fully compliant with the statutory requirements of the Equality Act 2010 and are “equality proofed”.
39. The outcome of this should be a diverse workforce appropriately drawn from across the Local Labour Market which is reflective of the community served. This ambition is critical to the Council’s future workforce planning and the refreshed Workforce Strategy for 2015 -18 which is currently under development reflects this.
40. This ambition is already supported by an increased commitment to providing related learning opportunities for young people aged 16-24 within NCC (as reported to this Committee at its meeting on 1st July 2015), including apprenticeships, work experience placements, graduate and specialist traineeships. Since April 2014 these programmes have been more closely aligned with the Council’s workforce planning priorities and better reflect priorities in the

Strategic Plan and there are plans to extend and further develop these provisions during 2015/16.

41. The Council's existing recruitment, redeployment and redundancy selection policies and procedures take into account the duty of an employer to make reasonable adjustments in relation to disabled employees. Managers will continue to be actively encouraged to make full and creative use of any reasonable adjustments, including redeployment, to support disabled people in work and retain them in employment wherever possible.
42. The Council recognises that disability relating to mental health issues is a significant issue and to support an improved and appropriate managerial response additional information and guidance has been recently developed in conjunction with the trade unions through the Joint Wellbeing and Attendance Management Steering Group which will be launched over the autumn.
43. The majority, nearly 70%, of participants on the Council's Leadership Development Programme are women; this should contribute to beginning to address the underrepresentation of women in the most senior posts in the Council by equipping them for future leadership roles. The priority for improvement will be to assess the level of diversity of background, experience and perspective across the leadership cohort and evaluate and eliminate the barriers to all under-represented groups being in leadership positions to ensure that the Council maximises its people potential and reflects this in the identification and development of its leaders for the future. This will be reflected in a definition of the characteristics of "high potential" to develop criteria for rapid progression to professional and line management leadership positions. This work will be undertaken in conjunction with focus groups of staff, representatives from support groups and trades union colleagues.
44. The County Council subscribes to the annual national Stonewall Workplace Equality Index which measures the efforts of a wide range of public and private sector organisations in tackling discrimination and creating an inclusive workplace for lesbian, gay and bisexual employees. Using Stonewall's criteria as a model for good practice, feedback from the 2014 survey was used to identify actions to improve the Council's engagement with its LGBT workforce resulting in the Council's ranking improving to 94th in the 2015 Stonewall top 100 employers listing, a rise of 213 places on the previous year's rating. Further actions are in the process of being identified with the aim of further improving this ranking in the 2016 survey.
45. In order to improve disclosure rates in future, the facility for employees to update their personal information through the ESS facility in the BMS continues to be promoted to employees who are positively encouraged to disclose and update all of their own protected characteristics. For those front line employees without direct access to BMS managers will be requested to liaise with individuals with due sensitivity to ensure that their personal information is up to date and complete. The latest campaign is described in paragraph 31 above.

Other Options Considered

46. The County Council regularly reviews the way it presents this type of statistical information with the aim to make it as clear and as concise as possible.

Reason for Recommendation

47. The County Council has a statutory duty to publish workforce information on an annual basis. It is important that elected members are aware of this information when determining the strategic direction of the County Council and other related policies.

Statutory and Policy Implications

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

Implications for Service Users

49. This information is available to Service Users and the general public via the County Council's public website.

Equalities Implications

50. The publication of this Workforce Information Report ensures that the County Council complies with its statutory duty under the Equality Act 2010. Actions undertaken by the Council to address any potential inequalities identified from the data as set in the report would further support compliance with this duty.

51. The equality impact is directly highlighted throughout the report.

Human Resources Implications

52. The human resource implications are implicit within the body of the report. The Corporate Equalities Group considered and commented on the initial draft at their meeting on 13th August 2015. Trades Union colleagues have also been consulted on the information contained within the report at the Central Joint Consultative and Negotiating Panel on 16th September 2015 and have provided their comments. Trades union colleagues are supportive of the measures being taken address the age profile of the workforce and have actively encouraged employees with protected characteristics to register these with the Council.

RECOMMENDATIONS

It is recommended that Members:

1. Note the information contained within this report
2. Note the actions for improvement

3. Approve the publication of the Workforce Information Report 2015 on the Council's public website.

Marjorie Toward
Service Director Customers and Human Resources
Resources department
For any enquiries about this report please contact:

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

Constitutional Comments (SMG 24/08/15)

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

Financial Comments (CSB 25/08/15)

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

Background Papers

Trades Union side comments dated 10th September 2015

Electoral Division(s) and Member(s) Affected

All



**Nottinghamshire
County Council**

Workforce Information Report 2015

CONTENTS

PART 1 - INTRODUCTION 1

PART 2 - EXECUTIVE SUMMARY..... 3

PART 3 - DISCLOSURE RATES..... 4

PART 4 - WORKFORCE PROFILE 5

This report has been produced by HR Business and Information.
Any additional information or queries can be directed to the email address: david.holmes@nottsc.gov.uk.
If you would like to receive this report in an alternative format or language please contact us on the above email address.

Part 1 – Introduction

The purpose of this report is to provide an annual summary of the profile of the workforce for Nottinghamshire County Council.

All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish equality information on an annual basis. The latest workforce information for Nottinghamshire County Council (NCC) is based on data as at April 2015.

The report also shows how NCC's workforce has changed over a six year period, 2010 – 2015 and relates to gender, age, ethnicity, disability, sexual orientation and religion/belief which are the protected characteristics covered by the Equality Act (2010). This data underpins the Council's commitment to ensuring that its employment practices and services are free from discrimination and prejudice and fulfil the core statutory duty placed on all public sector employers, including local authorities, to:

- monitor the profile of their workforce by the protected characteristics
- publish the relevant data on a regular basis (annually)
- identify any negative trends or issues and take any necessary action to address these.

The report also analyses how this data

- changes over time
- compares with the community we serve
- compares with the local labour market

The Business Management System was introduced in December 2011, resulting in the workforce information being analysed in terms of full time equivalents (fte), whilst in previous years, it was based on headcount. This continues to make comparison to historical data prior to 2012, very difficult.

Data for the current year is shown broken down by department. This allows comparisons to be made between departments and between any department and all directly employed staff or all NCC staff (including schools). Comparisons of the NCC workforce against the local community and the local labour market are also shown.

Whilst it is a legal requirement to publish information about the workforce, the information is also used to inform the County Council's Workforce Strategy. A strategic decision has been made by the Council that the CIPFA Value for Money Indicators will be used as the standard benchmark measures going forward. Where possible, data definitions in this report match the CIPFA definitions to ensure consistency and thereby facilitate comparisons between reports produced by the Council.

The Workforce Information Report is available to members of the public as well as Council employees through the Council's public website.

Disclosure Rates

An analysis of disclosure rates can be found in section 3.

Low Bases

This data is based on employees' declared information. The relatively small number of employees in Public Health mean that all diversity measures other than age and gender contain declared information on less than 30 employees. This is deemed too small to provide statistically valid or meaningful percentages.

Data Collection and Definitions

Topic	Definitions	Notes
Time frame	As at April 2015	NCC data
Who's included	Teachers	Schools staff labelled as 'NCC Schools' are only those employed in NCC controlled schools. Data labelled as 'Directly employed' relate to those employed by NCC outside of schools.
	Schools support staff	
	Permanent employees	
	Temporary employees	
Who's not included	Relief	Data validated by employees on on-going basis.
	Casual	
	Agency	
Protected Characteristics analysed	Gender	Data validated by employees on on-going basis.
	Ethnic group ¹	
	Age	
	Disabled status	
	Sexual orientation	
	Religion/belief	
FTE	Full time equivalent	All data is based on full time equivalent (fte) unless otherwise stated. For example, 1.0 fte = 37 hours worked per week; 0.5 fte = 18.5hrs worked per week.
Heads/Headcount	Number of employees	
Posts/Incumbencies	If an employee holds more than one post (incumbency) they will be counted for each post they hold	Many of the County Council's posts are part time. Therefore some employees have more than one post
Community we serve	All Nottinghamshire residents (excludes City)	From 2011 census
Local labour market (LLM)	Households reflecting entire adult population (aged 16+) of Nottinghamshire plus Nottingham City	Office of National Statistics Annual Population Survey 2014 (Jan 2014 – Dec 2014)
Category/Acronym	Definition	
BaME	all ethnicity categories other than British/English/Scottish/Welsh/N.Irish	
Disabled	individuals who consider themselves to be disabled under the Equality Act 2010	
NCC	Nottinghamshire County Council	
FTE	Full time equivalent	
ASCH&PP	Adult Social Care and Health and Public Protection	
CFCS	Children, Families and Cultural Services	
E&R	Environment & Resources	
PPCS	Policy, Planning and Corporate Services	
PH	Public Health	
Period/Year	Source of workforce profile data	
2010 & 2011	Cyborg HR Information system	
Mar 2012	Directly employed staff primarily from Business Management System with some additional employee details from Cyborg. Schools data from Cyborg HR Information system	
Mar 2013 onwards	Business Management System	

¹ As per 2011 census definitions

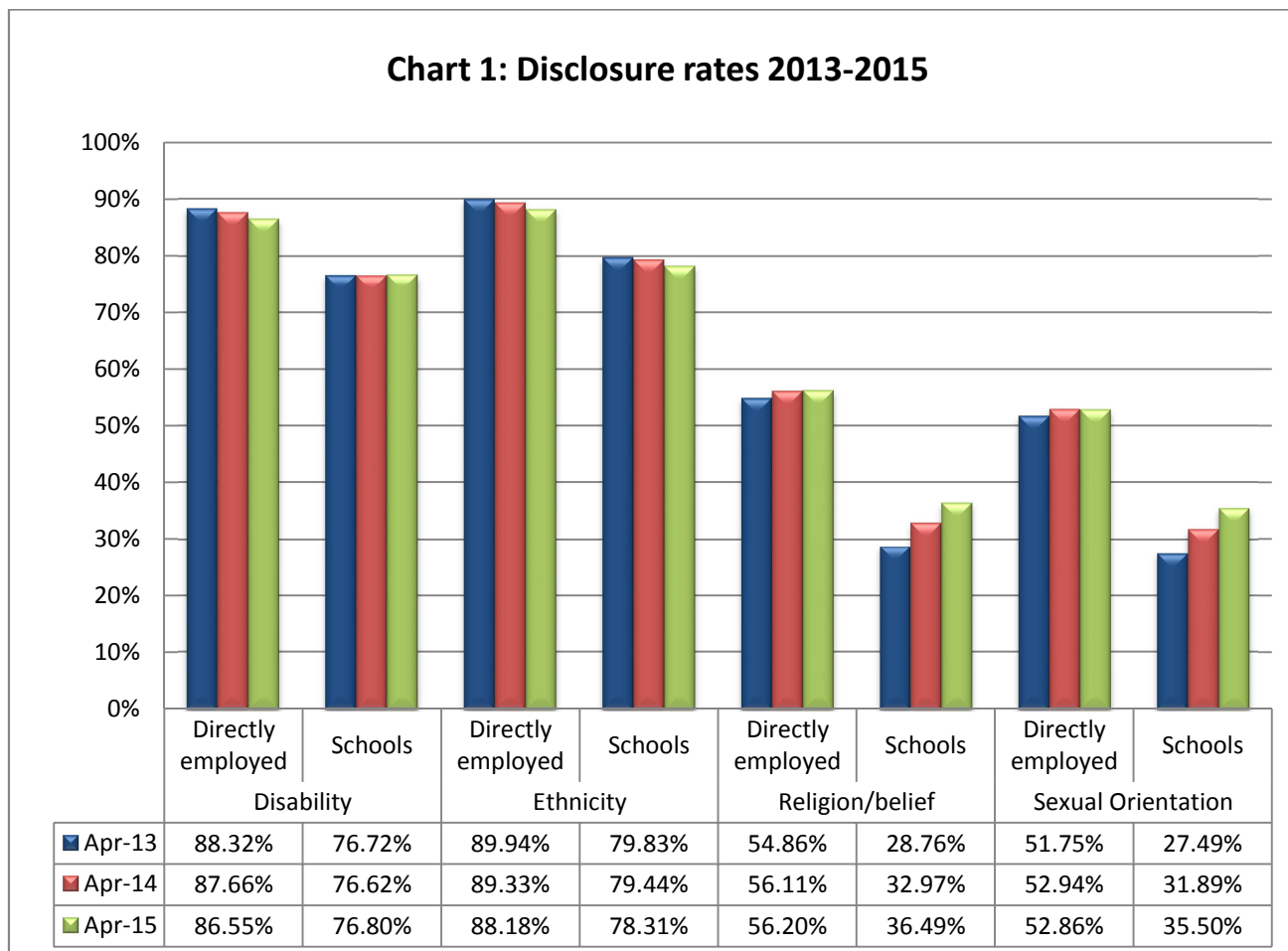
Part 2 - Executive Summary

- Nottinghamshire County Council's overall workforce as at April 2015 was 12,928,82 fte or 6,450.43 fte if schools are excluded.
- This represents a reduction of 319.5 fte overall in the 12 months since April 2014, 227.80 fte of this being directly employed staff.
- As at April 2015 , the proportion of employees disclosing their personal information from which this report is derived is 100% for both gender and age.
- Some disclosure rates for other protected characteristics have improved since April 2014, others have fallen
- There remains a considerable variance in the other percentage disclosure rates between direct employees of NCC and school based employees.
- Disclosure rates for sexual orientation and religion and belief remain too low to enable meaningful statistical analysis. A recent initiative has been launched to further encourage employees to update this data.
- The graphs in part 4 section a) summarise overall performance, including school employees.
- Section b) separates out the direct NCC workforce (also broken down by department), from school based employees, as well as providing relevant Community and Local Labour market comparison
- This data demonstrates that there is also variance in the percentage representation of employees by all protected characteristics between direct employees of NCC and school based employees.
- The County Council has an ageing workforce, with just under 51% of its workforce now being aged 46 or over. The profile in schools alone is younger with just under 42% aged 46 or over.
- Employees aged 46 to 55 are more likely to be in the most senior posts. The highest percentage of older workers aged 56 plus are in the lowest paid frontline posts
- The proportion of NCC employees overall who are aged under 25 years has improved by 0.22 percentage points to 5.27% and is highest in schools.
- The proportion of employees overall, including schools, that classify themselves as Black and Minority Ethnic remains fairly static. For the direct NCC workforce only at 7.76% this compares favourably with the community served 7.36% .
- The highest representation of BaME employees is in mid-graded posts at professional and first line management level.
- The proportion of employees who classify themselves as having a disability has increased overall but is considerably lower in schools. For the direct NCC workforce only this has increased from 4.65% in April 2014 to 4.83% in April 2015.
- The highest representation of disabled employees is also in mid-level professional and line management posts.
- Men are most highly represented in the most senior posts at and above Group Manager level, however the overall representation at this level is approximately 60% female.
- As part of its Workforce Strategy, the Council has a range of measures in place to ensure that it continues to employ a diverse workforce appropriately drawn from across the Local Labour Market which is reflective of the community served and to offer equal opportunity through defined career pathways .

Part 3 – Disclosure Rates

3a Disclosure rates

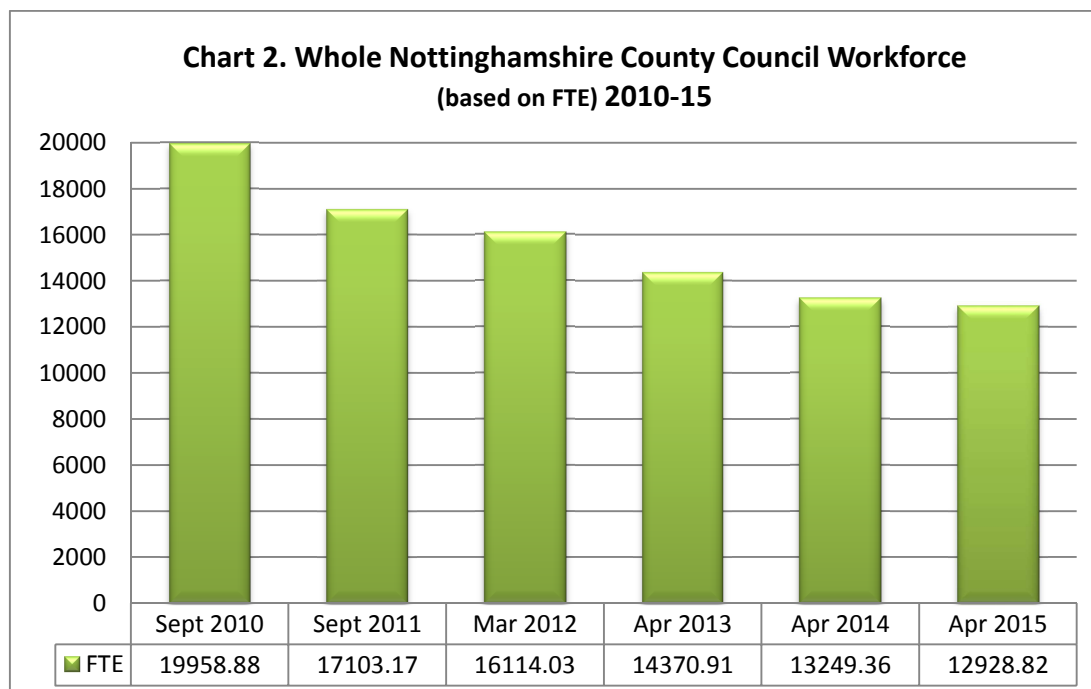
Disclosure rates for gender and age are 100%.



Part 4 - Workforce Profile

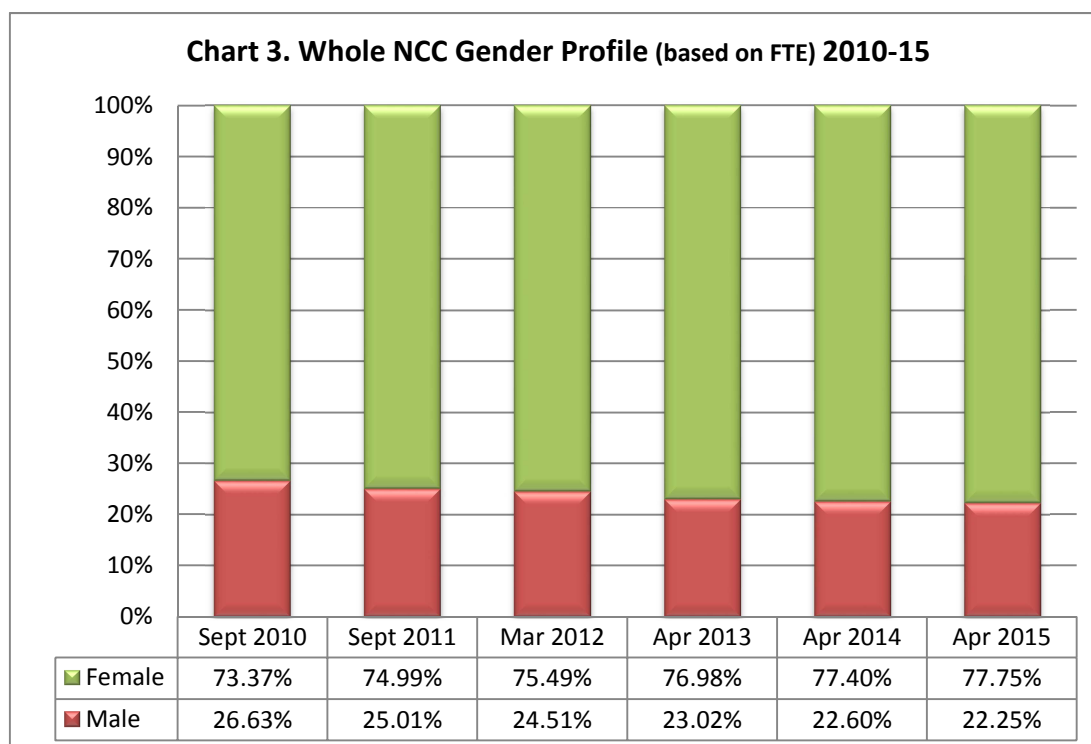
4a Profile of Nottinghamshire County Council over time – including Schools

Nottinghamshire County Council (NCC) Workforce 2010-2015



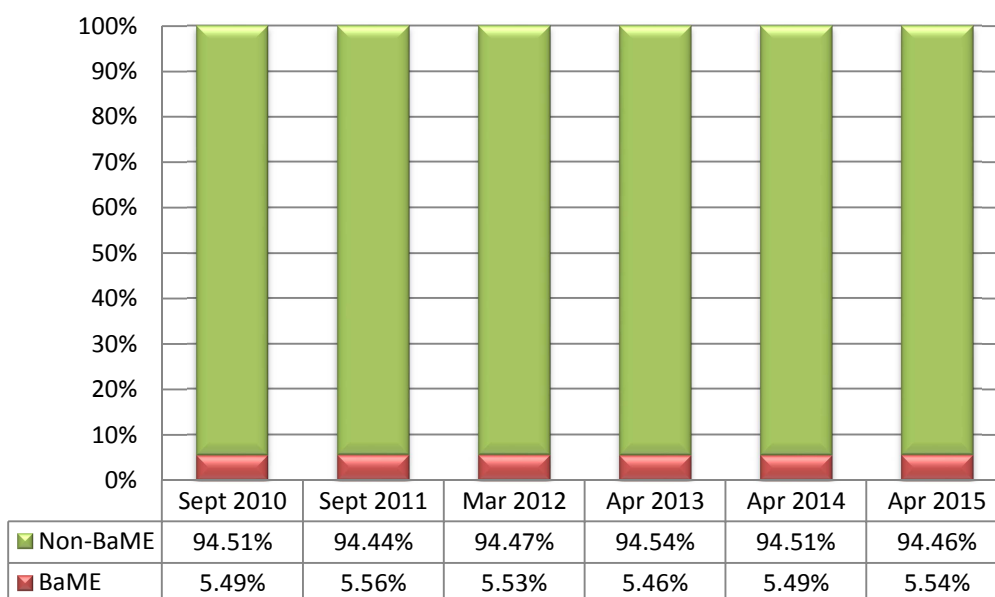
Workforce Profile of Nottinghamshire County Council (NCC) 2010-15

All based on FTE



In 2015 23 employees across NCC and Schools stated they were transgender (different gender to what they were at birth)

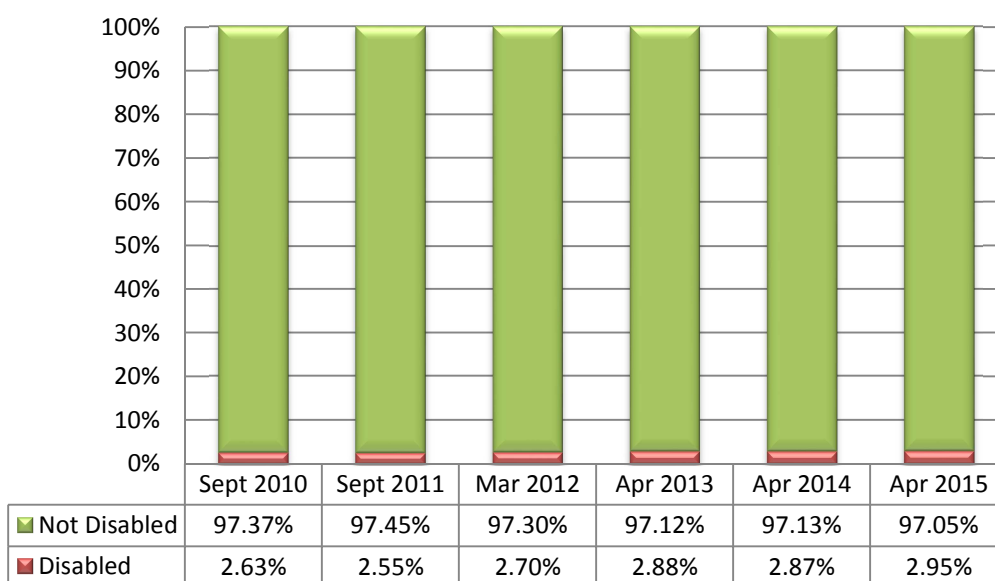
**Chart 4. Whole NCC Ethnicity Profile (based on FTE)
2010-15**



Non-disclosures are removed when calculating %.

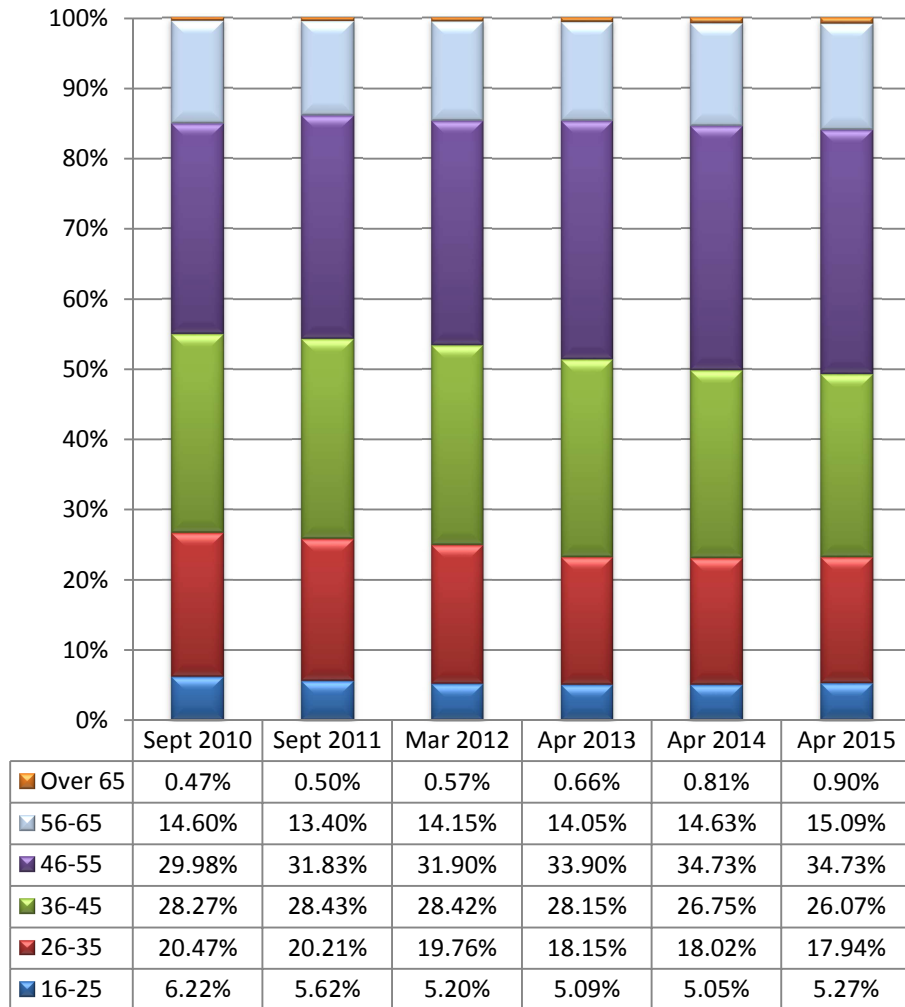
BaME definition is anyone who is not declared themselves as White British/English/Scottish/Welsh/Irish

**Chart 5. Whole NCC Disability Profile (based on FTE)
2010-15**



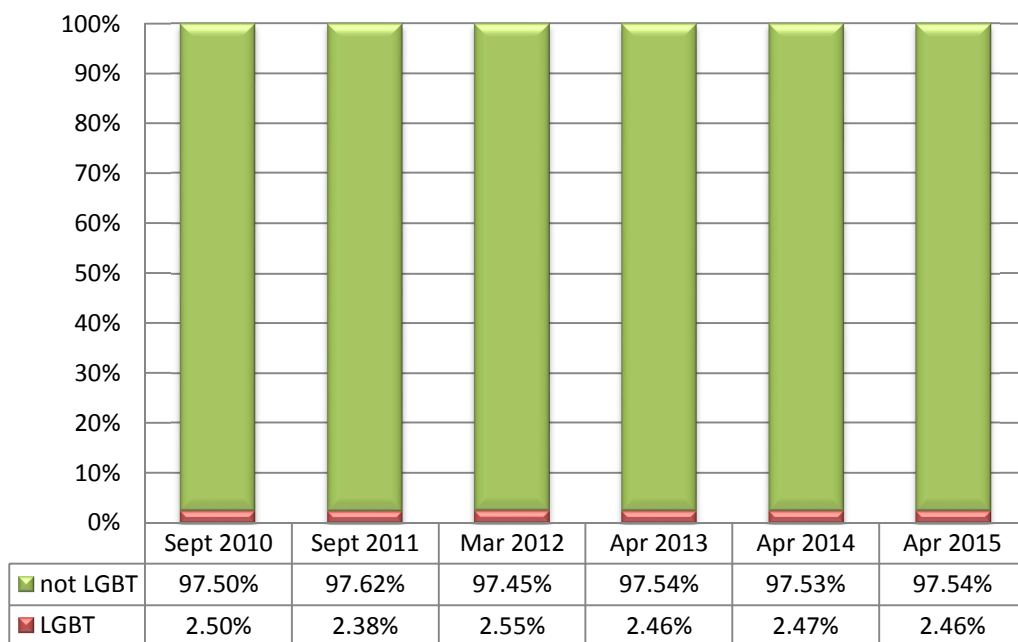
Non-disclosures are removed when calculating %

Chart 6. Whole NCC Age Profile (based on FTE) 2010-15



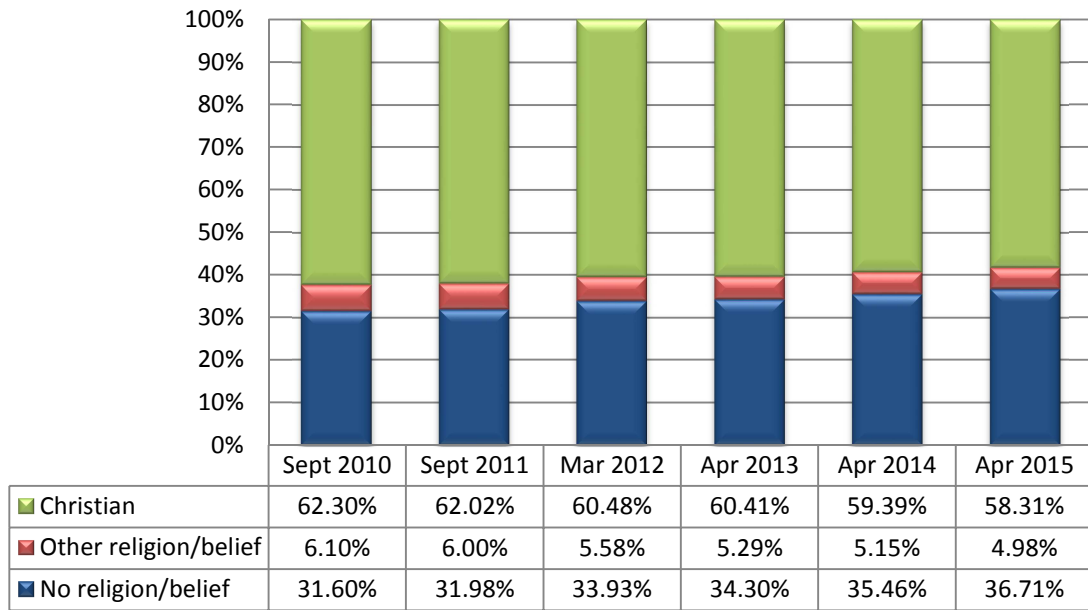
100% disclosure

**Chart 7. Whole NCC Sexual Orientation Profile
(based on FTE) 2010-15**



Non-disclosures are removed when calculating %

Chart 8. Whole NCC Religion/Belief Profile
(based on FTE) 2010-15

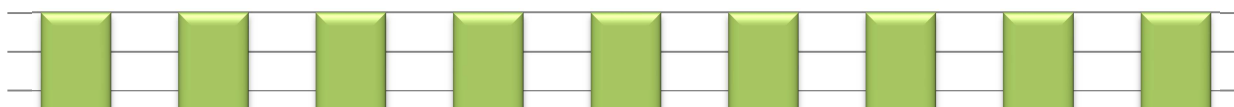


Non-disclosures are removed when calculating %

4b Profile of NCC broken down into directly employed staff and school staff compared with the community and local labour market

Workforce Profile of Nottinghamshire County Council (NCC) 2015

Table 1.	FTE	Posts
All directly employed	6,450.43	9,737
ASCH&PP	1,550.07	1,907
CFCS	2,045.23	3,238
E&R	2,533.33	4,239
PPCS	272.75	295
Public Health	49.05	57
NCC Schools	6,478.39	10,272
Whole NCC inc Schools	12,928.82	20,009



In 2015 23 employees across NCC and Schools stated they were transgender (different gender to what they were at birth)

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

1. This report provides the four monthly performance reports for the Schools and Academies Catering and Facilities Management Services for the period ending 31 July 2015.

Information and Advice

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

Performance ReportsSchool Catering

3. The Schools Catering Service served an average 42,953 meals per day over the 4 month period representing an increase of 24.0% on 2014/15 in total meal numbers.
4. Overall cumulative uptake for the year is now 59.6% in primaries and 45.2% in academies/secondary schools sector.
5. Take up of Universal Infant Free School Meals for the Summer Term 2015 is 76.2%. Following national guidance plans were made on the assumption of the likely figure of 85%.
6. Anecdotal evidence suggests that actual national levels range between 75% and 90%. The calculations for Nottinghamshire are based on the assumption that every entitled pupil attends school every day; which in reality is very rarely the case.
7. Other free school meals are recorded at a 71.0% take-up. It should be noted that traditionally the summer term has the lowest uptake figures of the year.
8. Expenditure on both food and wages remain within budget forecasts for the year to date and projected contributions will be achieved.

9. The School Catering has received a letter of notice for the catering services at Wainwright, Queen Elizabeth and Leamington (School Trust Partnership Trust) for the current contract to terminate on the 31st March 2016. A tendering strategy in this respect is currently being developed within the remit of collaborative partnership working.
10. On a positive note a press release was issued in August detailing the students from Tuxford Academy food forum visit to a pig farm and an abattoir to see at first-hand where the food on their school menu originates.
11. The aim of the visit was both educational and informative and showed the high animal welfare standards that are in place. Their teacher stated that the students “had shown a very mature and grown up attitude at the abattoir and they had the option to leave the room at any point”.
12. Comments from one of the students aged 13 years: “I think after this visit I’ll be eating less meat. I’m happy that the animals have had a very good life before they come to the abattoir.” Another student of the same school said: “It was a really interesting visit and it showed me the excellent quality of meat used in our school dinners.” and “After today I’ll continue to eat meat as it’s an excellent source of protein for a teenager.”
13. Another fourteen year old, who is a vegan, found the visit “quite shocking” but said that she could see the slaughter process was done as humanely as possible.
14. The students also visited Spittlemoor Farm at Bothamsall, where farmer John Walker explained how the pigs were reared. As well as holding newly born piglets, the students also had an hour long visit round the farm site on a trailer. He said: “The welfare of all the animals on the farm is the utmost importance and as members of the Red Tractor Farm Assurance scheme we set high standards.

Overall Performance

Financial

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Original Annual Budget (£000's)
Turnover	6,844	6,783	-61	20,764
Direct Costs	5,863	5,817	46	18,063
Contribution	981	966	-15	2,425
Indirect costs	486	437	49	1,297
Profit	495	529	34	1,128
Overhead and Support Costs	333	333	0	999
Net Surplus - Deficit	162	196	34	129

Meal Numbers

Meal Numbers (000's)	Actual to date	Budget	Variance
Primary - Free Meals	305	329	24
Primary - Paid Meals	648	655	7
Universal Infant Free Meals	1,130	1,109	-21
Secondary	740	748	8
Specials	8	16	8
Total	2,832	2,857	25

N.B Minus means adverse variances.

Facilities Management (FM) Services

15. Operating performance for both the traded building cleaning service and grounds maintenance services has started the first part of the year on target. Changes to internal costs for insurance and corporate charges have put additional financial pressure onto the business for 2015/16 and an overall business deficit is forecast.
16. The Committee will recall that the pricing strategy for the FM Services is phased over the medium-term in order to safeguard buy-back levels but ultimately to achieve a break-even position.
17. It is pleasing to report to the Committee that good operating performance is being achieved on a number of fronts.
18. Firstly, the levels of buyback for 2015/16 are extremely encouraging with a number of losses being offset by a number of gains.
19. Secondly, the financial performance is ahead of the target despite the fact that in the first quarter the business performance tends to be slow but this year the turnover is high. As a matter the actual results are expected to improve further due the fact that it would result in lower sub-contracted costs during the rest of the summer because of better performance in the first quarter.
20. Thirdly, there is a tighter control over costs and as a result operating margins are higher than was predicted at the beginning of the year. All being well in the remainder of the year, good results are predicted.
21. In addition, planned savings in the FM budgets for county offices are on course to be delivered.
22. Work is also underway with the improvement programmes, smarter ways of working, and corporate business support teams to review operating regimes within county offices and in developing a service delivery model across the county office estate that is in line with the resource hub approached operating in both County Hall and Trent Bridge House.
23. *Attached* appendices i and ii show the performance of all the services in graphs.

Overall Financial Performance

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Original Annual Budget (£000's)
Turnover	4,525	4,497	-28	13,639
Direct Costs	4,056	3,960	96	12,214
Contribution	468	537	69	1,425
Indirect costs	330	323	7	990
Profit	138	213	75	435
Overhead and Support Costs	315	313	2	944
Net Surplus - Deficit	-176	-99	77	-509

Training and Development

24. Training over 2500 employees dispersed over nearly operational 400 units across the county remains both a priority and a challenge. Eight NCC/Lenovo tablets have been deployed across schools catering training
25. There are a number of training modules and courses which cover areas such as safeguarding children, food safety, control of substances, FM services, and health and safety.
26. The services have also maintained and ISO 9001 and OHSAS 18001 accreditations.
27. The Committee is aware that the Schools Catering Service has achieved the Gold Food for Life Award.

Other Options Considered

28. None – report for noting only

Reasons for Recommendation

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

Statutory and Policy Implications

30. 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

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

RECOMMENDATION

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

Jas Hundal

Service Director – Transport, Property & Environment

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

For any enquiries about this report please contact:

Shane Grayson

Acting Group Manager, Catering & Facilities Management

T: 0115 977 4794

E: shane.grayson@nottsc.gov.uk

Constitutional Comments

This report is for noting only no Constitutional Comments are required

Financial Comments

The financial implications are set out in the report.

Background Papers and Published Documents

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

None



Electoral Divisions and Members Affected

- All


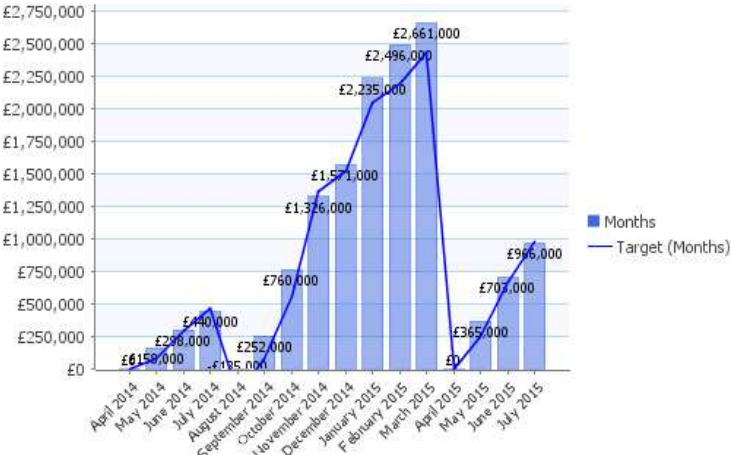
Schools and Academies Catering Performance report – Period 4 (2015-6)


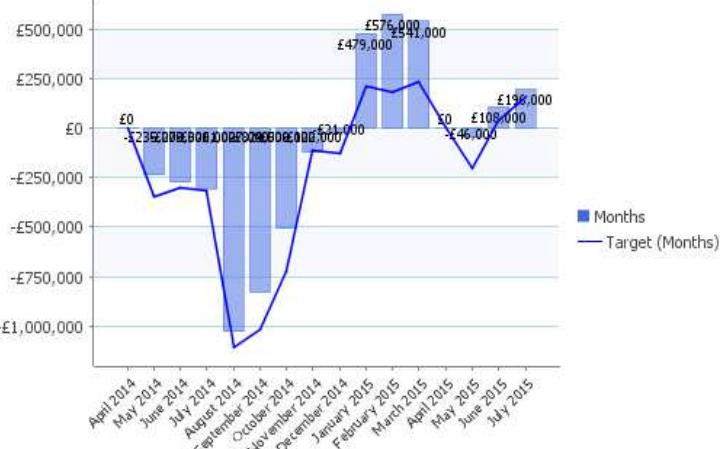
Primary and Special Schools and Academies Catering FINANCIAL

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Food costs as % turnover - Schools Catering	Aim to Minimise	<p>Actual 34.6%</p> <p>Target 33.6%</p> <p></p>	 <p>From an adverse monthly budget in June work on food cost control has returned a favourable budget position in July 2015</p>	
Schools Catering - Labour costs as % of turnover	Aim to Minimise	<p>Actual 46.61%</p> <p>Target 46.46%</p> <p></p>		


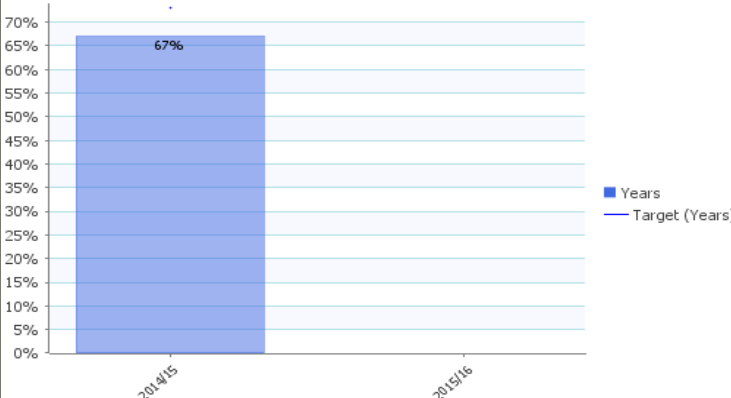

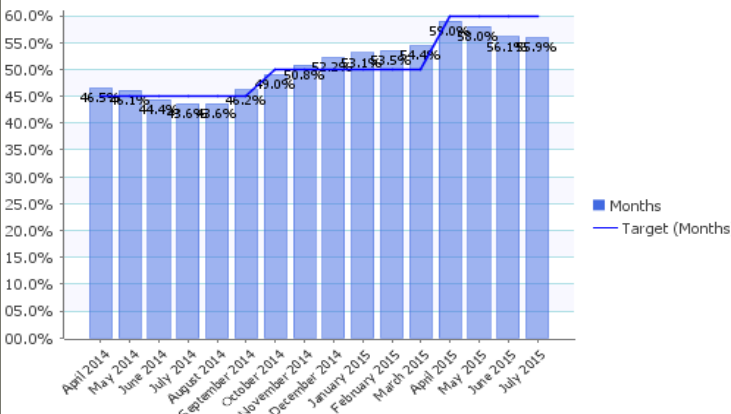
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements						
Returns to Schools - Schools Catering	Aim to Maximise	<div><div>Actual</div><div>£345k</div><div>Target</div><div>£237k</div><div></div></div>	 <table><thead><tr><th>Year</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>2014/15</td><td>£345k</td><td>£237k</td></tr></tbody></table>	Year	Actual	Target	2014/15	£345k	£237k	
Year	Actual	Target								
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Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																			
Turnover - Schools Catering	Aim to Maximise	<div><div>Actual</div><div>£6,783,000</div><div>Target</div><div>£6,844,000</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>£2,538,000</td><td>£2,538,000</td></tr><tr><td>May 2014</td><td>£4,146,000</td><td>£4,146,000</td></tr><tr><td>June 2014</td><td>£5,598,000</td><td>£5,598,000</td></tr><tr><td>July 2014</td><td>£6,000,000</td><td>£6,000,000</td></tr><tr><td>August 2014</td><td>£7,609,000</td><td>£7,609,000</td></tr><tr><td>September 2014</td><td>£9,922,000</td><td>£9,922,000</td></tr><tr><td>October 2014</td><td>£12,506,000</td><td>£12,506,000</td></tr><tr><td>November 2014</td><td>£14,808,000</td><td>£14,808,000</td></tr><tr><td>December 2014</td><td>£16,500,000</td><td>£16,500,000</td></tr><tr><td>January 2015</td><td>£17,995,000</td><td>£17,995,000</td></tr><tr><td>February 2015</td><td>£20,314,000</td><td>£20,314,000</td></tr><tr><td>March 2015</td><td>£3,056,000</td><td>£3,056,000</td></tr><tr><td>April 2015</td><td>£5,030,000</td><td>£5,030,000</td></tr><tr><td>May 2015</td><td>£6,783,000</td><td>£6,783,000</td></tr><tr><td>June 2015</td><td>£6,783,000</td><td>£6,783,000</td></tr><tr><td>July 2015</td><td>£6,783,000</td><td>£6,783,000</td></tr></tbody></table>	Month	Actual	Target	April 2014	£2,538,000	£2,538,000	May 2014	£4,146,000	£4,146,000	June 2014	£5,598,000	£5,598,000	July 2014	£6,000,000	£6,000,000	August 2014	£7,609,000	£7,609,000	September 2014	£9,922,000	£9,922,000	October 2014	£12,506,000	£12,506,000	November 2014	£14,808,000	£14,808,000	December 2014	£16,500,000	£16,500,000	January 2015	£17,995,000	£17,995,000	February 2015	£20,314,000	£20,314,000	March 2015	£3,056,000	£3,056,000	April 2015	£5,030,000	£5,030,000	May 2015	£6,783,000	£6,783,000	June 2015	£6,783,000	£6,783,000	July 2015	£6,783,000	£6,783,000	
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Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																			
Contribution - Schools Catering	Aim to Maximise	<div><div>Actual</div><div>£966,000</div><div>Target</div><div>£981,000</div><div></div></div>	 <table><caption>Contribution - Schools Catering Data</caption><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>April 2014</td><td>£159,000</td><td>£159,000</td></tr><tr><td>May 2014</td><td>£298,000</td><td>£298,000</td></tr><tr><td>June 2014</td><td>£440,000</td><td>£440,000</td></tr><tr><td>July 2014</td><td>£440,000</td><td>£440,000</td></tr><tr><td>August 2014</td><td>£252,000</td><td>£252,000</td></tr><tr><td>September 2014</td><td>£760,000</td><td>£760,000</td></tr><tr><td>October 2014</td><td>£1,376,000</td><td>£1,376,000</td></tr><tr><td>November 2014</td><td>£1,571,000</td><td>£1,571,000</td></tr><tr><td>December 2014</td><td>£2,235,000</td><td>£2,235,000</td></tr><tr><td>January 2015</td><td>£2,496,000</td><td>£2,496,000</td></tr><tr><td>February 2015</td><td>£2,661,000</td><td>£2,661,000</td></tr><tr><td>March 2015</td><td>£2,661,000</td><td>£2,661,000</td></tr><tr><td>April 2015</td><td>£365,000</td><td>£365,000</td></tr><tr><td>May 2015</td><td>£707,000</td><td>£707,000</td></tr><tr><td>June 2015</td><td>£966,000</td><td>£966,000</td></tr><tr><td>July 2015</td><td>£966,000</td><td>£966,000</td></tr></tbody></table>	Month	Actual	Target	April 2014	£159,000	£159,000	May 2014	£298,000	£298,000	June 2014	£440,000	£440,000	July 2014	£440,000	£440,000	August 2014	£252,000	£252,000	September 2014	£760,000	£760,000	October 2014	£1,376,000	£1,376,000	November 2014	£1,571,000	£1,571,000	December 2014	£2,235,000	£2,235,000	January 2015	£2,496,000	£2,496,000	February 2015	£2,661,000	£2,661,000	March 2015	£2,661,000	£2,661,000	April 2015	£365,000	£365,000	May 2015	£707,000	£707,000	June 2015	£966,000	£966,000	July 2015	£966,000	£966,000	
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Surplus/deficit - Schools Catering	Aim to Maximise	<div><div>Actual</div><div>£196,000</div><div>Target</div><div>£162,000</div><div></div></div>	 <table><caption>Surplus/deficit - Schools Catering 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>£0</td><td>£0</td></tr><tr><td>June 2014</td><td>£0</td><td>£0</td></tr><tr><td>July 2014</td><td>£0</td><td>£0</td></tr><tr><td>August 2014</td><td>£0</td><td>£0</td></tr><tr><td>September 2014</td><td>£0</td><td>£0</td></tr><tr><td>October 2014</td><td>£0</td><td>£0</td></tr><tr><td>November 2014</td><td>£0</td><td>£0</td></tr><tr><td>December 2014</td><td>£0</td><td>£0</td></tr><tr><td>January 2015</td><td>£0</td><td>£0</td></tr><tr><td>February 2015</td><td>£0</td><td>£0</td></tr><tr><td>March 2015</td><td>£0</td><td>£0</td></tr><tr><td>April 2015</td><td>£0</td><td>£0</td></tr><tr><td>May 2015</td><td>£0</td><td>£0</td></tr><tr><td>June 2015</td><td>£0</td><td>£0</td></tr><tr><td>July 2015</td><td>£0</td><td>£0</td></tr></tbody></table>	Month	Actual	Target	April 2014	£0	£0	May 2014	£0	£0	June 2014	£0	£0	July 2014	£0	£0	August 2014	£0	£0	September 2014	£0	£0	October 2014	£0	£0	November 2014	£0	£0	December 2014	£0	£0	January 2015	£0	£0	February 2015	£0	£0	March 2015	£0	£0	April 2015	£0	£0	May 2015	£0	£0	June 2015	£0	£0	July 2015	£0	£0	
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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 67%</p> <p>Target 73%</p> 		<p>Holgate, National secondary academies and Tuxford Primary have been lost to Chartwells under tender.</p> <p>Greenwood Primary has taken catering in house from July 2015</p> <p>Bispham Drive will be returning to school catering contract from Sept 2015</p>
Total Meal Take Up	Aim to Maximise	<p>Actual 55.9%</p> <p>Target 60.0%</p> 		<p>Has been adversely affected by drop in FSM take up and paid meals slightly below budget</p> <p>UIFSM take up remains favourable.</p> <p>Active targeting of identified poorer performing schools to improve take up being undertaken</p>

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Free meal take up	Aim to Maximise	<p>Actual</p> <p>71%</p> <p>Target</p> <p>76%</p> <p></p>	 <p>73.9%, 73.3%, 71.1%, 69.7%, 69.7%, 69.2%, 75%, 74.9%, 75.2%, 74.9%, 74.6%, 75%, 72.2%, 70.9%, 71.9%, 71%</p>	Active targeting of identified poorer performing schools to improve take up being undertaken as above
Buy back Levels - Primary and Special Schools	Aim to Maximise	<p>Actual</p> <p>91%</p> <p>Target</p> <p>90%</p> <p></p>	 <p>91%</p>	

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Buy back Levels - Secondaries and Acadamies	Aim to Maximise	<div><div><div>Actual</div><div>61%</div><div>Target</div><div>56%</div><div></div></div></div>	<div><div><div><div>60%</div><div>55%</div><div>50%</div><div>45%</div><div>40%</div><div>35%</div><div>30%</div><div>25%</div><div>20%</div><div>15%</div><div>10%</div><div>5%</div><div>0%</div></div><div><div><div>61%</div></div><div><div></div></div></div><div><div>2014/15</div><div>2015/16</div></div></div><div><div>Years</div><div>Target (Years)</div></div></div>	

Facilities Management Committee report Period 4 (2015-16)



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	<p>Actual</p> <p>40.8%</p> <p>Target</p> <p>41.3%</p> <p>✓</p>		
Labour costs as % of turnover - Building Cleaning	Aim to Minimise	<p>Actual</p> <p>85.31%</p> <p>Target</p> <p>85.71%</p> <p>✓</p>		

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																			
Turnover - Landscape Services	Aim to Maximise	<div><div>Actual</div><div>£702,000</div><div>Target</div><div>£702,000</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>£399,000</td><td>£0</td></tr><tr><td>June 2014</td><td>£608,000</td><td>£0</td></tr><tr><td>July 2014</td><td>£771,000</td><td>£0</td></tr><tr><td>August 2014</td><td>£975,000</td><td>£0</td></tr><tr><td>September 2014</td><td>£1,123,000</td><td>£0</td></tr><tr><td>October 2014</td><td>£1,361,000</td><td>£0</td></tr><tr><td>November 2014</td><td>£1,525,000</td><td>£0</td></tr><tr><td>December 2014</td><td>£1,663,000</td><td>£0</td></tr><tr><td>January 2015</td><td>£1,816,000</td><td>£0</td></tr><tr><td>February 2015</td><td>£2,025,000</td><td>£0</td></tr><tr><td>March 2015</td><td>£2,154,000</td><td>£0</td></tr><tr><td>April 2015</td><td>£0</td><td>£702,000</td></tr><tr><td>May 2015</td><td>£442,000</td><td>£0</td></tr><tr><td>June 2015</td><td>£620,000</td><td>£0</td></tr><tr><td>July 2015</td><td>£702,000</td><td>£702,000</td></tr></tbody></table>	Month	Actual	Target	April 2014	£0	£0	May 2014	£399,000	£0	June 2014	£608,000	£0	July 2014	£771,000	£0	August 2014	£975,000	£0	September 2014	£1,123,000	£0	October 2014	£1,361,000	£0	November 2014	£1,525,000	£0	December 2014	£1,663,000	£0	January 2015	£1,816,000	£0	February 2015	£2,025,000	£0	March 2015	£2,154,000	£0	April 2015	£0	£702,000	May 2015	£442,000	£0	June 2015	£620,000	£0	July 2015	£702,000	£702,000	
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Turnover - Building Cleaning	Aim to Maximise	<div><div>Actual</div><div>£3,794,000</div><div>Target</div><div>£3,822,000</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>£1,945,000</td><td>£0</td></tr><tr><td>June 2014</td><td>£2,991,000</td><td>£0</td></tr><tr><td>July 2014</td><td>£3,985,000</td><td>£0</td></tr><tr><td>August 2014</td><td>£5,846,000</td><td>£0</td></tr><tr><td>September 2014</td><td>£7,006,000</td><td>£0</td></tr><tr><td>October 2014</td><td>£7,874,000</td><td>£0</td></tr><tr><td>November 2014</td><td>£8,846,000</td><td>£0</td></tr><tr><td>December 2014</td><td>£9,892,000</td><td>£0</td></tr><tr><td>January 2015</td><td>£10,804,000</td><td>£0</td></tr><tr><td>February 2015</td><td>£11,732,000</td><td>£0</td></tr><tr><td>March 2015</td><td>£11,732,000</td><td>£0</td></tr><tr><td>April 2015</td><td>£0</td><td>£3,822,000</td></tr><tr><td>May 2015</td><td>£2,455,000</td><td>£0</td></tr><tr><td>June 2015</td><td>£3,258,000</td><td>£0</td></tr><tr><td>July 2015</td><td>£3,794,000</td><td>£3,822,000</td></tr></tbody></table>	Month	Actual	Target	April 2014	£0	£0	May 2014	£1,945,000	£0	June 2014	£2,991,000	£0	July 2014	£3,985,000	£0	August 2014	£5,846,000	£0	September 2014	£7,006,000	£0	October 2014	£7,874,000	£0	November 2014	£8,846,000	£0	December 2014	£9,892,000	£0	January 2015	£10,804,000	£0	February 2015	£11,732,000	£0	March 2015	£11,732,000	£0	April 2015	£0	£3,822,000	May 2015	£2,455,000	£0	June 2015	£3,258,000	£0	July 2015	£3,794,000	£3,822,000	
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Contribution - Landscape Services	Aim to Maximise	<div><div>Actual</div><div>£171,000</div><div>Target</div><div>£122,000</div><div></div></div>	 <table><caption>Monthly Data for Contribution - Landscape Services</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>£128,000</td><td>£128,000</td></tr><tr><td>June 2014</td><td>£197,000</td><td>£197,000</td></tr><tr><td>July 2014</td><td>£251,000</td><td>£251,000</td></tr><tr><td>August 2014</td><td>£229,000</td><td>£229,000</td></tr><tr><td>September 2014</td><td>£244,000</td><td>£244,000</td></tr><tr><td>October 2014</td><td>£334,000</td><td>£334,000</td></tr><tr><td>November 2014</td><td>£367,000</td><td>£367,000</td></tr><tr><td>December 2014</td><td>£314,000</td><td>£314,000</td></tr><tr><td>January 2015</td><td>£338,000</td><td>£338,000</td></tr><tr><td>February 2015</td><td>£393,000</td><td>£393,000</td></tr><tr><td>March 2015</td><td>£393,000</td><td>£393,000</td></tr><tr><td>April 2015</td><td>£0</td><td>£0</td></tr><tr><td>May 2015</td><td>£222,000</td><td>£222,000</td></tr><tr><td>June 2015</td><td>£253,000</td><td>£253,000</td></tr><tr><td>July 2015</td><td>£171,000</td><td>£171,000</td></tr></tbody></table>	Month	Actual (Months)	Target (Months)	April 2014	£0	£0	May 2014	£128,000	£128,000	June 2014	£197,000	£197,000	July 2014	£251,000	£251,000	August 2014	£229,000	£229,000	September 2014	£244,000	£244,000	October 2014	£334,000	£334,000	November 2014	£367,000	£367,000	December 2014	£314,000	£314,000	January 2015	£338,000	£338,000	February 2015	£393,000	£393,000	March 2015	£393,000	£393,000	April 2015	£0	£0	May 2015	£222,000	£222,000	June 2015	£253,000	£253,000	July 2015	£171,000	£171,000	
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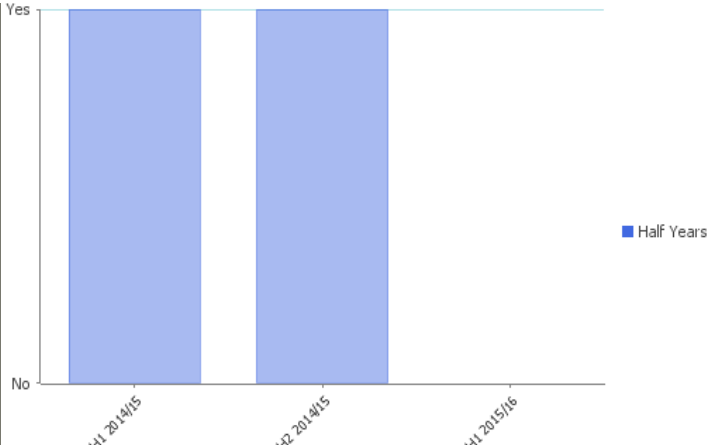
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																			
Contribution - Building Cleaning	Aim to Maximise	<div><div>Actual</div><div>£365,000</div><div>Target</div><div>£347,000</div><div></div></div>	 <table><caption>Monthly Data for Building Cleaning</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>£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>£748,000</td><td>£748,000</td></tr><tr><td>November 2014</td><td>£687,000</td><td>£687,000</td></tr><tr><td>December 2014</td><td>£928,000</td><td>£928,000</td></tr><tr><td>January 2015</td><td>£1,070,000</td><td>£1,070,000</td></tr><tr><td>February 2015</td><td>£1,138,000</td><td>£1,138,000</td></tr><tr><td>March 2015</td><td>£0</td><td>£0</td></tr><tr><td>April 2015</td><td>£0</td><td>£0</td></tr><tr><td>May 2015</td><td>£752,000</td><td>£752,000</td></tr><tr><td>June 2015</td><td>£691,000</td><td>£691,000</td></tr><tr><td>July 2015</td><td>£365,000</td><td>£365,000</td></tr></tbody></table>	Month	Actual (Months)	Target (Months)	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	£748,000	£748,000	November 2014	£687,000	£687,000	December 2014	£928,000	£928,000	January 2015	£1,070,000	£1,070,000	February 2015	£1,138,000	£1,138,000	March 2015	£0	£0	April 2015	£0	£0	May 2015	£752,000	£752,000	June 2015	£691,000	£691,000	July 2015	£365,000	£365,000	
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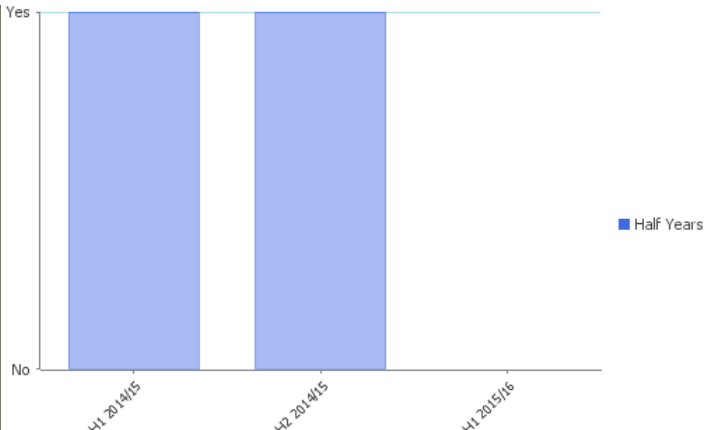
Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance PERFORMANCE

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Buy Back Levels - Building Cleaning	Aim to Maximise	<p>Actual 76</p> <p>Target 75</p> <p>✓</p>		Provisional actual data, overall buyback levels remain satisfactory


Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Buy Back Levels -Grounds Maintenance	Aim to Maximise	<p>Actual 61%</p> <p>Target 60%</p> <p>✓</p>		Provisional actual data, overall buyback levels remain within target levels

Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance
EXTERNALLY ASSESSED QUALITY STANDARDS


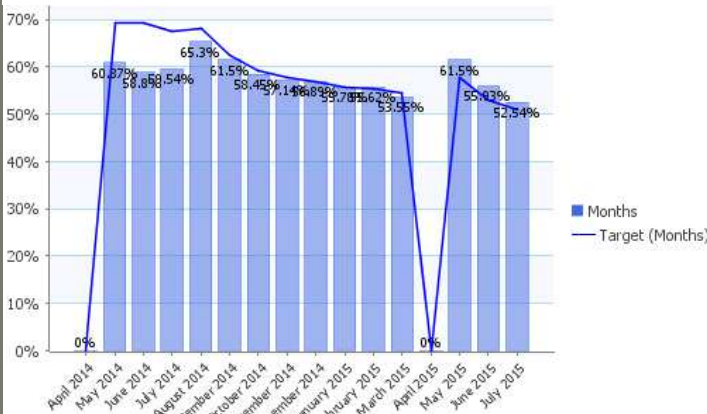
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management	Aim to Maximise	<p>Actual</p> <p>Yes</p> <p>Target</p> <p>Yes</p> 	 <p>Legend: ■ Half Years</p>	


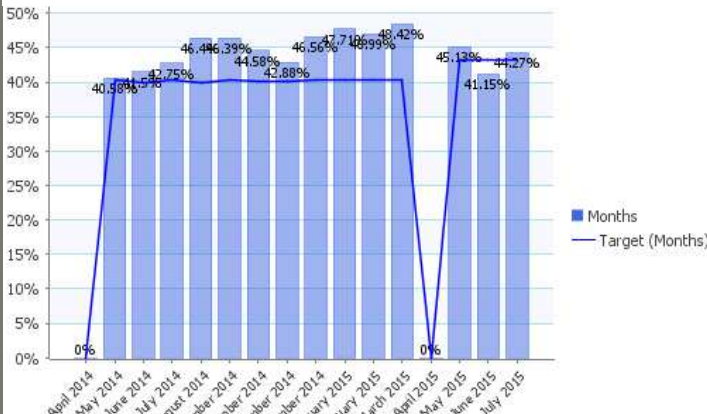
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Retain ISO 9001 accreditation - Facilities Management	Aim to Maximise	<p>Actual</p> <p>Yes</p> <p>Target</p> <p>Yes</p> 	 <p>Legend: ■ Half Years</p>	

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	<div> <div>Actual</div> <div>Yes</div> <div>Target</div> <div>Yes</div> <div>  </div> </div>	<div> <div> <div>Yes</div> <div>No</div> </div> <div> <div> <div> <div></div> <div></div> </div> <div> <div></div> <div></div> </div> <div> <div></div> <div></div> </div> </div> <div> <div> <div>Half Years</div> </div> <div> <div>H1 2014/15</div> <div>H2 2014/15</div> <div>H1 2015/16</div> </div> </div> </div> </div>	

Facilities Management - West Bridgford Campus; Catering West Bridgford FINANCIAL

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>52.54%</div><div>Target</div><div>51.04%</div><div></div></div>	 <table><caption>Labour costs as % of turnover - Trend 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>58.65%</td><td>65.3%</td></tr><tr><td>July 2014</td><td>58.54%</td><td>65.3%</td></tr><tr><td>August 2014</td><td>61.5%</td><td>61.5%</td></tr><tr><td>September 2014</td><td>58.45%</td><td>58.45%</td></tr><tr><td>October 2014</td><td>57.14%</td><td>57.14%</td></tr><tr><td>November 2014</td><td>58.89%</td><td>58.89%</td></tr><tr><td>December 2014</td><td>55.78%</td><td>55.78%</td></tr><tr><td>January 2015</td><td>55.62%</td><td>55.62%</td></tr><tr><td>February 2015</td><td>53.55%</td><td>53.55%</td></tr><tr><td>March 2015</td><td>53.55%</td><td>53.55%</td></tr><tr><td>April 2015</td><td>0%</td><td>0%</td></tr><tr><td>May 2015</td><td>61.5%</td><td>61.5%</td></tr><tr><td>June 2015</td><td>55.83%</td><td>55.83%</td></tr><tr><td>July 2015</td><td>52.54%</td><td>52.54%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2014	0%	0%	May 2014	60.87%	60.87%	June 2014	58.65%	65.3%	July 2014	58.54%	65.3%	August 2014	61.5%	61.5%	September 2014	58.45%	58.45%	October 2014	57.14%	57.14%	November 2014	58.89%	58.89%	December 2014	55.78%	55.78%	January 2015	55.62%	55.62%	February 2015	53.55%	53.55%	March 2015	53.55%	53.55%	April 2015	0%	0%	May 2015	61.5%	61.5%	June 2015	55.83%	55.83%	July 2015	52.54%	52.54%	
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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>44.27%</div><div>Target</div><div>43.25%</div><div></div></div>	 <table><caption>Food costs as % of turnover - Trend 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>40.58%</td><td>40.58%</td></tr><tr><td>June 2014</td><td>41.5%</td><td>41.5%</td></tr><tr><td>July 2014</td><td>42.75%</td><td>42.75%</td></tr><tr><td>August 2014</td><td>46.44%</td><td>46.44%</td></tr><tr><td>September 2014</td><td>46.39%</td><td>46.39%</td></tr><tr><td>October 2014</td><td>44.58%</td><td>44.58%</td></tr><tr><td>November 2014</td><td>43.88%</td><td>43.88%</td></tr><tr><td>December 2014</td><td>46.56%</td><td>46.56%</td></tr><tr><td>January 2015</td><td>47.7%</td><td>47.7%</td></tr><tr><td>February 2015</td><td>48.99%</td><td>48.99%</td></tr><tr><td>March 2015</td><td>48.42%</td><td>48.42%</td></tr><tr><td>April 2015</td><td>0%</td><td>0%</td></tr><tr><td>May 2015</td><td>45.13%</td><td>45.13%</td></tr><tr><td>June 2015</td><td>41.15%</td><td>41.15%</td></tr><tr><td>July 2015</td><td>44.27%</td><td>44.27%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2014	0%	0%	May 2014	40.58%	40.58%	June 2014	41.5%	41.5%	July 2014	42.75%	42.75%	August 2014	46.44%	46.44%	September 2014	46.39%	46.39%	October 2014	44.58%	44.58%	November 2014	43.88%	43.88%	December 2014	46.56%	46.56%	January 2015	47.7%	47.7%	February 2015	48.99%	48.99%	March 2015	48.42%	48.42%	April 2015	0%	0%	May 2015	45.13%	45.13%	June 2015	41.15%	41.15%	July 2015	44.27%	44.27%	
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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><div>Actual</div><div>£11,491,000</div><div>Target</div><div>£11,578,000</div><div></div></div>	 <table><caption>Turnover - Monthly 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>£4,973,000</td><td>£4,973,000</td></tr><tr><td>May 2014</td><td>£7,881,000</td><td>£7,881,000</td></tr><tr><td>June 2014</td><td>£10,809,000</td><td>£10,809,000</td></tr><tr><td>July 2014</td><td>£12,688,000</td><td>£12,688,000</td></tr><tr><td>August 2014</td><td>£15,048,000</td><td>£15,048,000</td></tr><tr><td>September 2014</td><td>£18,520,000</td><td>£18,520,000</td></tr><tr><td>October 2014</td><td>£21,891,000</td><td>£21,891,000</td></tr><tr><td>November 2014</td><td>£24,955,000</td><td>£24,955,000</td></tr><tr><td>December 2014</td><td>£28,499,000</td><td>£28,499,000</td></tr><tr><td>January 2015</td><td>£31,467,000</td><td>£31,467,000</td></tr><tr><td>February 2015</td><td>£34,529,000</td><td>£34,529,000</td></tr><tr><td>March 2015</td><td>£11,491,000</td><td>£11,491,000</td></tr><tr><td>April 2015</td><td>£6,047,000</td><td>£6,047,000</td></tr><tr><td>May 2015</td><td>£9,861,000</td><td>£9,861,000</td></tr><tr><td>June 2015</td><td>£11,491,000</td><td>£11,491,000</td></tr><tr><td>July 2015</td><td>£11,491,000</td><td>£11,491,000</td></tr></tbody></table>	Month	Actual (Months)	Target (Months)	April 2014	£4,973,000	£4,973,000	May 2014	£7,881,000	£7,881,000	June 2014	£10,809,000	£10,809,000	July 2014	£12,688,000	£12,688,000	August 2014	£15,048,000	£15,048,000	September 2014	£18,520,000	£18,520,000	October 2014	£21,891,000	£21,891,000	November 2014	£24,955,000	£24,955,000	December 2014	£28,499,000	£28,499,000	January 2015	£31,467,000	£31,467,000	February 2015	£34,529,000	£34,529,000	March 2015	£11,491,000	£11,491,000	April 2015	£6,047,000	£6,047,000	May 2015	£9,861,000	£9,861,000	June 2015	£11,491,000	£11,491,000	July 2015	£11,491,000	£11,491,000	
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Contribution - Overall Group Performance- Trading	Aim to Maximise	<div><div>Actual</div><div>£1,531,000</div><div>Target</div><div>£1,505,000</div><div></div></div>	 <table><caption>Contribution - Monthly 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>£436,000</td><td>£436,000</td></tr><tr><td>May 2014</td><td>£795,000</td><td>£795,000</td></tr><tr><td>June 2014</td><td>£1,093,000</td><td>£1,093,000</td></tr><tr><td>July 2014</td><td>£1,064,000</td><td>£1,064,000</td></tr><tr><td>August 2014</td><td>£1,184,000</td><td>£1,184,000</td></tr><tr><td>September 2014</td><td>£1,967,000</td><td>£1,967,000</td></tr><tr><td>October 2014</td><td>£2,580,000</td><td>£2,580,000</td></tr><tr><td>November 2014</td><td>£2,664,000</td><td>£2,664,000</td></tr><tr><td>December 2014</td><td>£3,604,000</td><td>£3,604,000</td></tr><tr><td>January 2015</td><td>£4,077,000</td><td>£4,077,000</td></tr><tr><td>February 2015</td><td>£4,311,000</td><td>£4,311,000</td></tr><tr><td>March 2015</td><td>£1,531,000</td><td>£1,531,000</td></tr><tr><td>April 2015</td><td>£1,357,000</td><td>£1,357,000</td></tr><tr><td>May 2015</td><td>£1,689,000</td><td>£1,689,000</td></tr><tr><td>June 2015</td><td>£1,531,000</td><td>£1,531,000</td></tr><tr><td>July 2015</td><td>£1,531,000</td><td>£1,531,000</td></tr></tbody></table>	Month	Actual (Months)	Target (Months)	April 2014	£436,000	£436,000	May 2014	£795,000	£795,000	June 2014	£1,093,000	£1,093,000	July 2014	£1,064,000	£1,064,000	August 2014	£1,184,000	£1,184,000	September 2014	£1,967,000	£1,967,000	October 2014	£2,580,000	£2,580,000	November 2014	£2,664,000	£2,664,000	December 2014	£3,604,000	£3,604,000	January 2015	£4,077,000	£4,077,000	February 2015	£4,311,000	£4,311,000	March 2015	£1,531,000	£1,531,000	April 2015	£1,357,000	£1,357,000	May 2015	£1,689,000	£1,689,000	June 2015	£1,531,000	£1,531,000	July 2015	£1,531,000	£1,531,000	
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Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Surplus/deficit - Facilities Management - School	Aim to Maximise	<p>Actual -£99,000</p> <p>Target -£176,000</p> <p>✓</p>		

REPORT OF CORPORATE DIRECTOR, RESOURCES**WORK PROGRAMME****Purpose of the Report**

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

Information and Advice

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

Other Options Considered

5. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Jayne Francis-Ward
Corporate Director Resources

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

Constitutional Comments (HD)

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

Financial Comments (PS)

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

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

Personnel Committee Work Programme

Title	Summary	Decision or Information	Lead Officer	Report Author
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 31.08.15 (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
Lawn View House Car Parking Issues	Update Report	Information	Jas Hundle	Shane Grayson
Universal Infant Free School Meals	Update report	Information	Jas Hundle	Shane Grayson
Facilities Management Performance quarterly update at 30.09.15 (Quarter 2)	Update report	Information	Jas Hundle	Shane Grayson
20 January 2016				
(CYPAD) Kitchen Manager Overview & Presentation	Information report & presentation	Information	Jas Hundle	Shane Grayson
Catering Performance quarterly update at 30.09.15 (Quarter 2)	Update report	Information	Jas Hundle	Shane Grayson
10 March 2016				
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
Facilities Management Performance quarterly update at 31.12.15 (Quarter 3)	Update report	Information	Jas Haundle	Shane Grayson
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