

Personnel Committee

Wednesday, 11 March 2020 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|---|--|---------|
| 1 | Minutes of the last meeting held on 29 January 2020 | 3 - 4 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Sickness Absence Performance Quarter 3 for 2019 20 | 5 - 20 |
| 5 | The Business Support Review Programme | 21 - 28 |
| 6 | ISO 45001 – Update on Progress | 29 - 32 |
| 7 | Customer Service – UK Satisfaction Index | 33 - 36 |
| 8 | Work Programme | 37 - 40 |

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 Sarah Ashton (Tel. 0115 977 3962) or a colleague in Democratic Services prior to the meeting.

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



Minutes

Meeting	PERSONNEL COMMITTEE
Date	Thursday 29 January 2020 (commencing at 10.30am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Neil Clarke MBE (Chairman)
Keith Walker (Vice-Chairman)

Maureen Dobson
Errol Henry JP
John Ogle
Sheila Place
Helen-Ann Smith **A**

John Longdon
Gordon Wheeler
Jonathan Wheeler
Yvonne Woodhead **A**

SUBSTITUTE MEMBERS

Kate Foale for Yvonne Woodhead

OTHER COUNTY COUNCILLORS IN ATTENDANCE

John Longdon

OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director – Customers, Governance and Employees
Gill Elder	Head of Human Resources
David Hennigan	Admin and Research Officer, Ashfields Independent Group

1. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 27 November 2019, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

The following apologies were submitted:

- Councillor Helen-Ann Smith – medical / illness
- Councillor Yvonne Woodhead - medical / illness

3. DECLARATIONS OF INTEREST

None.

4. GENDER PAY GAP - UPDATE

RESOLVED 2020/01

- 1) That the publication of the gender pay gap information on the public website be approved.
- 2) That the Committee agrees to receive an annual report to identify ongoing actions and the impact these have towards closing the gender pay gap within the Council.

5. EMPLOYEE HEALTH AND WELLBEING ACTION PLAN

RESOLVED 2020/02

- 1) That the Committee agrees to content of the draft Employee Health and Wellbeing Action Plan and to the support package for the Councils workforce.
- 2) That the Committee agrees to receive a progress report on the delivery of the Action Plan in May 2020.

6. WORK PROGRAMME

RESOLVED 2020/03

That the work programme be updated according to recommendations made during this meeting and the work programme be approved.

The meeting closed at 11.25am.

CHAIRMAN

**REPORT OF SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND
EMPLOYEES****SICKNESS ABSENCE PERFORMANCE QUARTER 3 FOR 2019/20****Purpose of the Report**

1. To update Members on quarterly performance information as at **31 December 2019** in relation to levels of sickness absence across the directly employed Nottinghamshire County Council's workforce.
2. To seek Members agreement to retaining the stretch target of 7.00 days average sickness absence per employee per annum for 2020/21.

Information

3. The report sets out the latest available sickness absence figures for the end of Quarter 3 2019/20 as at **31 December 2019**. A further report will be brought to May's Committee which will reflect the position for Quarter 4 as at 31 March 2020. The report also seeks to inform Members of the further work being undertaken to understand the levels and causes for absence broken down by departments across the Council's workforce. The figure for this period is **8.97 days**, up from the previous quarter's figure of 8.91 days. Over the last rolling 12 month period, the overall average number of days has increased slightly each quarter despite a range of activities undertaken to prevent or reduce the length of absences when they occur.
4. The table overleaf highlights the percentage of employees in each department who have had no sickness absence in the last 12 month period and also those who have had an absence of 4 weeks or more. The four week marker is the indicator of when an absence becomes considered as long term under the Council's agreed procedure. The table shows that over 45% of the workforce have no absence at all and the end column shows what level of absence is considered long term, that is, over four weeks long.
5. Members have previously agreed to retain the stretch target of an average of 7 days absence per employee. The various targets applied by the local boroughs and districts were discussed at January's Committee where it was identified that there was a range from 7.5 to 9 days per annum with none of those responding to the query currently meeting their target. It is important to retain a measure of progress or to identify trend data which indicates a deterioration in performance and our current target enables us to do so.

6. The next table shows the number of people who have left the Council's employment for reasons of ill health and for the last quarter this totals 33 people by way of ill health retirement or ill health capability termination. Thankfully there were no deaths in service for this period.
7. Members agreed to a refreshed employee health and wellbeing action plan at January's Committee and a report in May will update on further progress in meeting the newly identified actions.

Dept. with headcount	% with no sickness	4 weeks or more
NCC (7212)	45.3%	12.5%
Adult Social Care and Health (1811)	32.5%	16.6%
Chief Executive's (1251)	40.5%	10.7%
Children and Families (1812)	51.6%	12.1%
Place (2334)	51.7%	10.7%

	Dismissal Capability	Retirement Ill Health
Adult Social Care and Health	2	8
Chief Executive's	0	4
Children and Families	2	5
Place	4	8
Total	8	25

8. Members will note that stress continues to be the highest cause of absence across all departments except Place. We will monitor closely the impact of the introduction of the wellness action plan which was recently launched as an additional tool to our extensive provision of support for people experiencing health issues whilst at work.
9. The work with Public Health colleagues has been broadly scoped and we have jointly identified some pieces of work which support the revised approach of understanding our workforce levels of absence in the context of the wider population. The work will involve the following:
 - Currently reports to Personnel Committee report on a rolling quarterly basis. An analysis of the Council's absence data over a ten year timeline will enable us to determine a more defined time trend.
 - An analysis of how our data compares to other public sector organisations to determine whether we are consistent or an outlier to other organisations.
 - A brief evidence based review of how workplaces have intervened to reduce absence to further inform the actions we are undertaking.

Other Options Considered

10. The Council continues to explore alternative actions to determine what may have a more positive impact on reducing absence across all departments. We consider alternatives to our existing provision on an ongoing basis and we will adopt new initiatives as they are identified.

We use our existing HR and Council networks as well as the CIPD to understand current best practice in this area.

Reasons for Recommendations

11. The effective management of absence has a financial impact on the organisation in terms of lost productivity and cover costs. There is also a wider cultural impact if absence is ignored which can increase absence if unaddressed. The provision of a range of support mechanisms is critical to our positioning as an employer of choice to aid the recruitment and retention of a professional, committed, healthy workforce.

Statutory and Policy Implications

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

Data Protection and Information Governance

13. There are no data protection or GDPR issues arising from this report as all the information contained is generic and cannot be attributed to individual employees.

Financial Implications

14. There are no direct financial implications arising from the content of this report. However, there is clearly a cost to absence and turnover so maximising the package of support with the intention of developing a more preventative strategy, has a strong business benefit to delivering this.

Human Resources Implications

15. The effective management of absence and the delivery of effective support for employees experiencing periods of ill health is a key business driver for the Council. It enables us to maximise performance but also to demonstrate the value placed on the contribution of the workforce. Whilst there are various legal obligations placed on employers to make reasonable adjustments to enable people to remain in work, there are also strong business reasons in terms of attracting and retaining quality employees who value the approach we have adopted as a caring employer.

RECOMMENDATIONS

Members are requested to:

- a) Agree to receive a further update report in May 2020 on quarter 4 performance with an update on progress against the employee health and well-being action plan.
- b) Agree to retain the target of 7 days absence for the period 2020/21.

Marjorie Toward
Service Director – Customers, Governance and Employees
Chief Executives Department

For any enquiries about this report please contact:

Gill Elder, Head of Human Resources, on gill.elder@nottsc.gov.uk or 01159773867

Constitutional Comments (KK 17/02/20)

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

Financial Comments (RWK 20/02/20)

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

HR Comments (GE 12/02/20)

The Human Resources implications are set out in the body of the report. Reducing overall absence remains a key priority area for the Council together with a package of initiatives to support employee mental health issues and wellbeing.

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 Division(s) and Member(s) Affected

- All

Appendix A

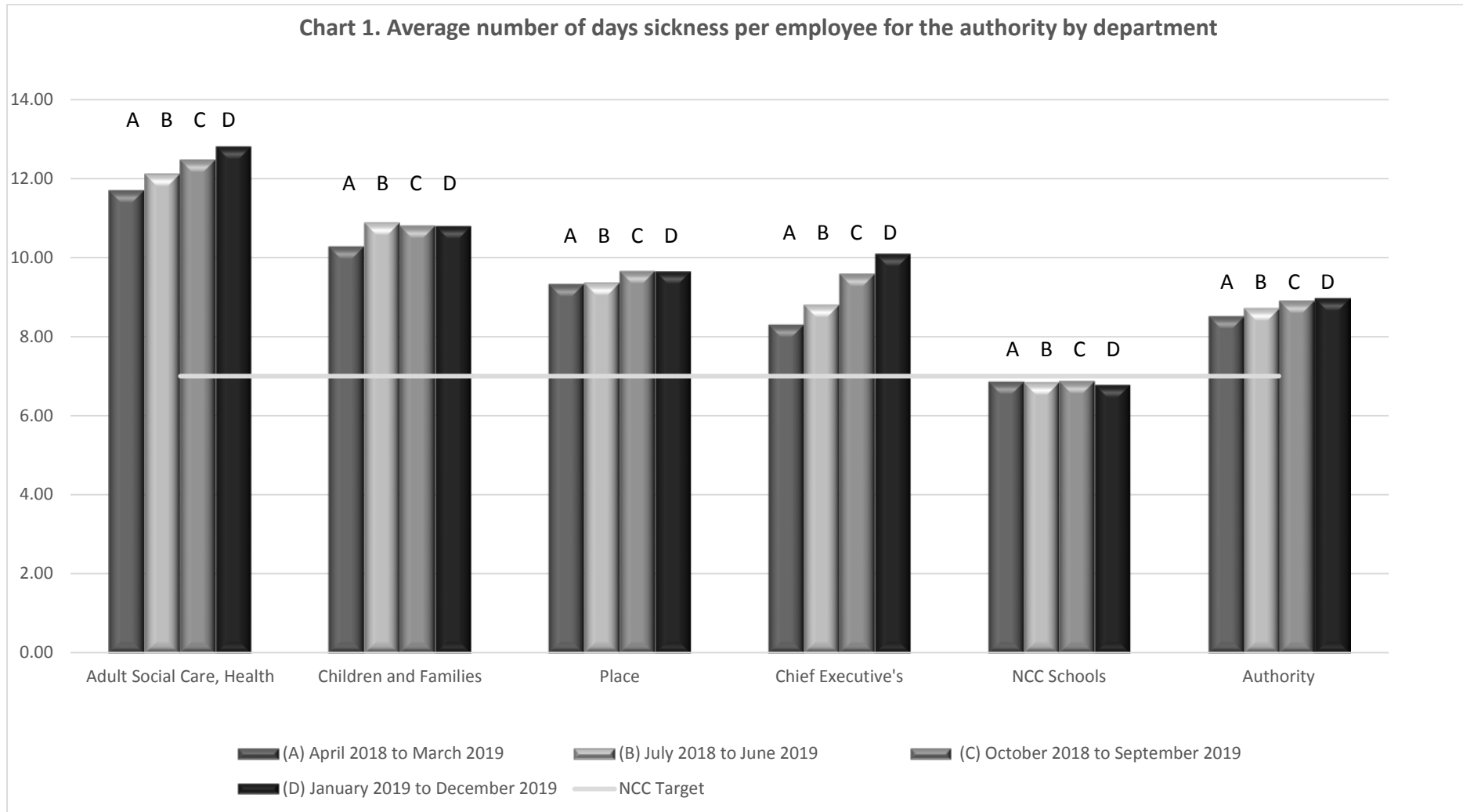


Chart 2 ASCH January 2019 to December 2019

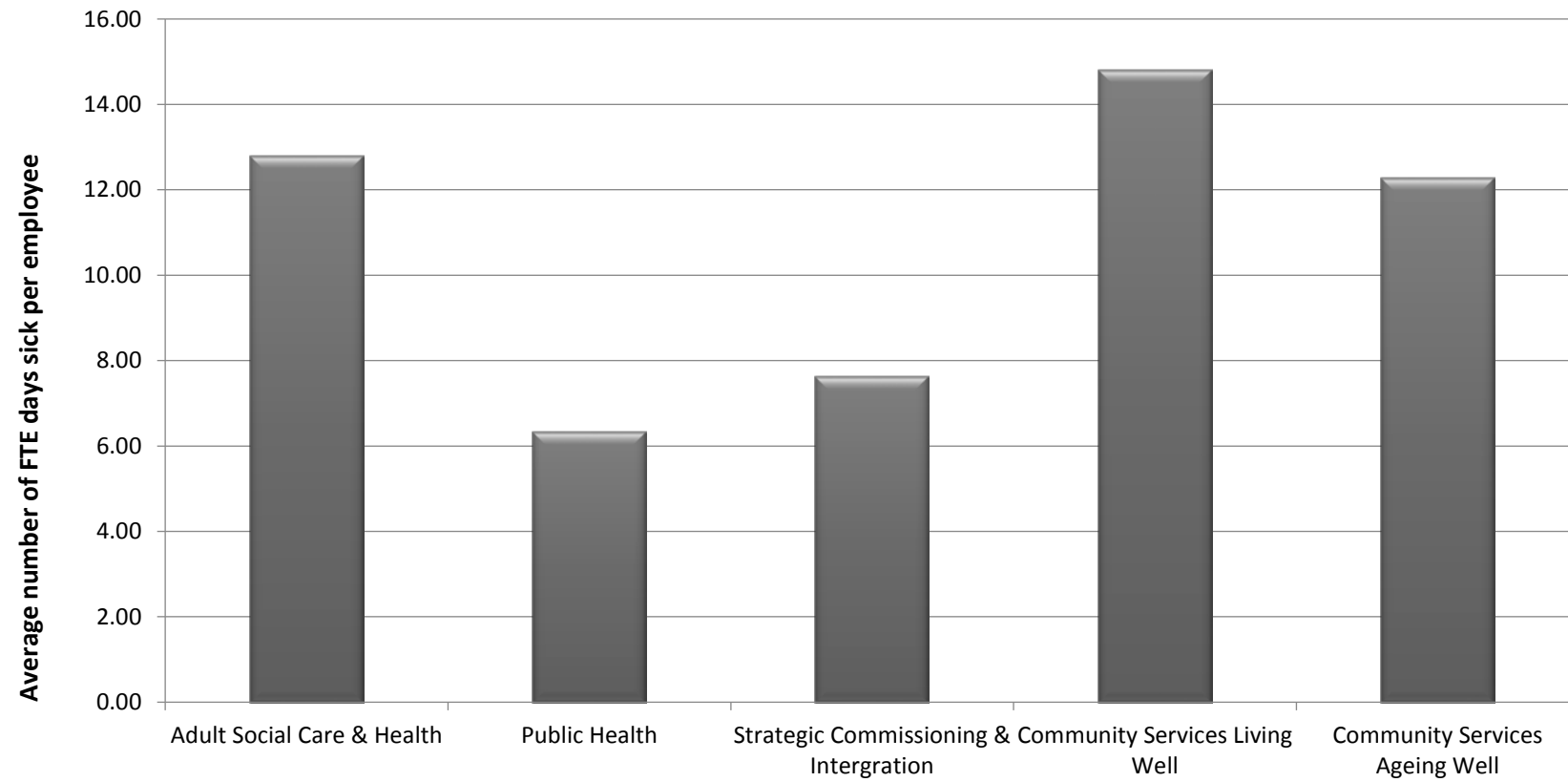


Chart 3 Children and Families January 2019 to December 2019

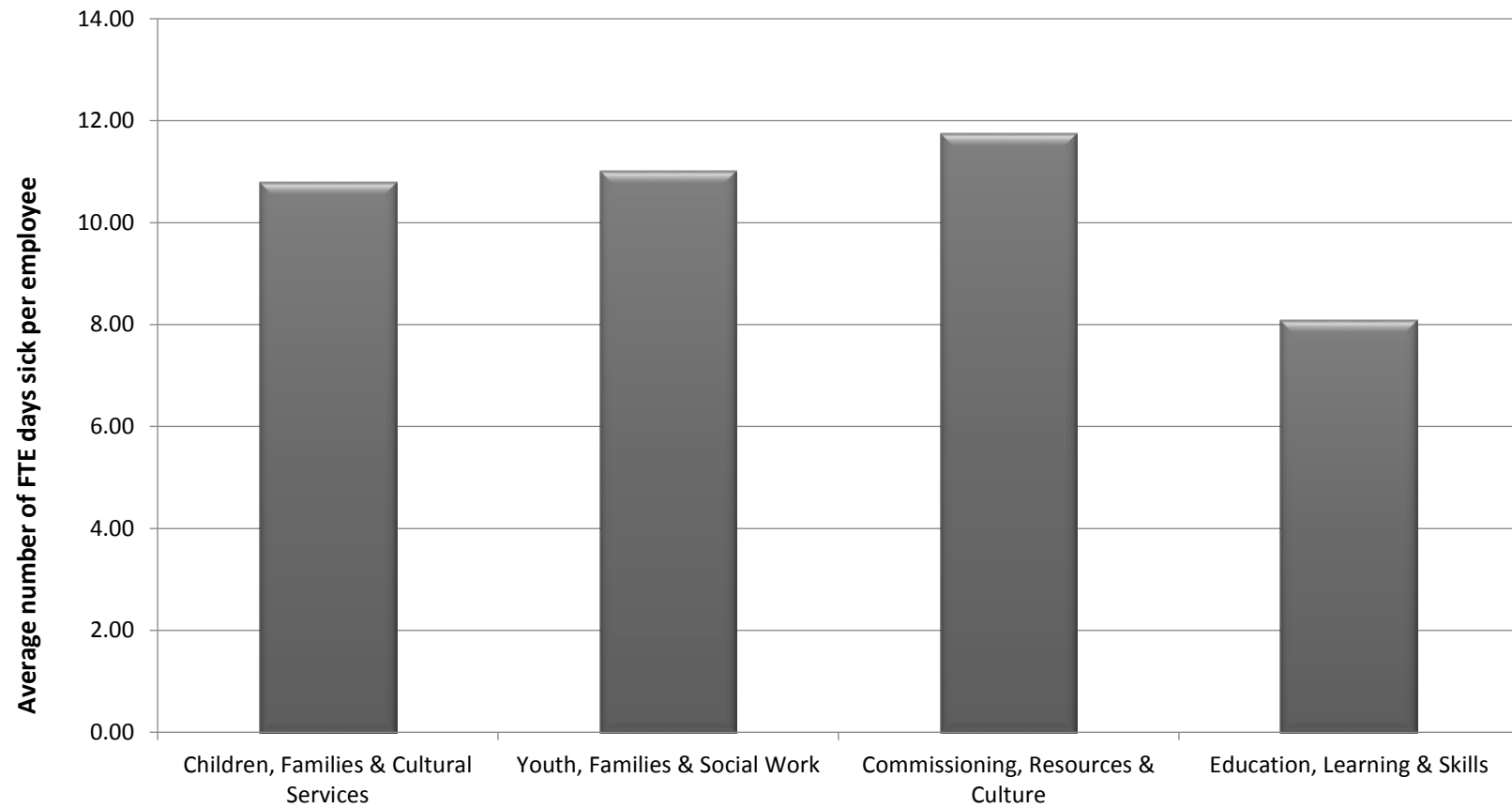


Chart 4 Place January 2019 to December 2019

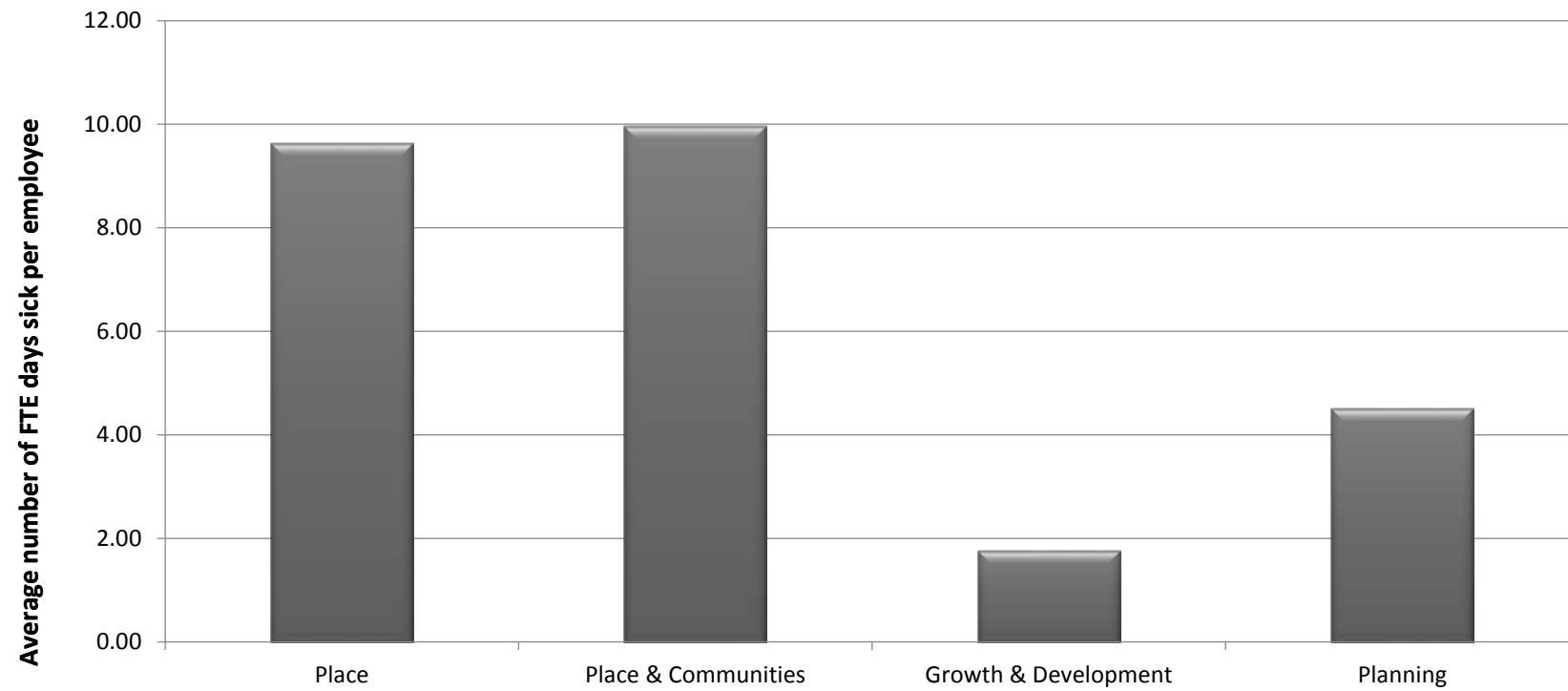


Chart 5 Chief Executive's January 2019 to December 2019

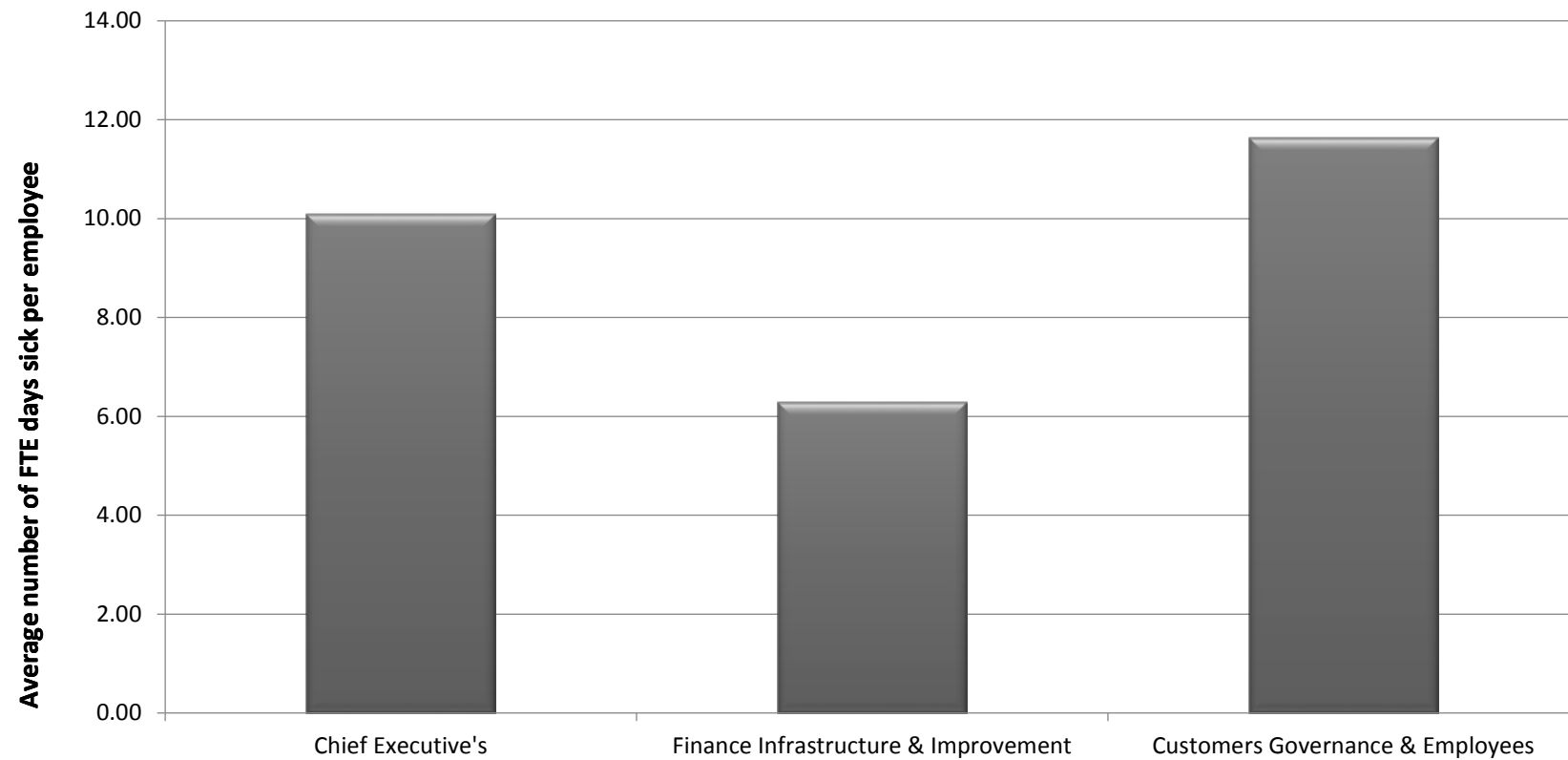


Table 1. Sickness Levels over rolling 12 month basis by Department

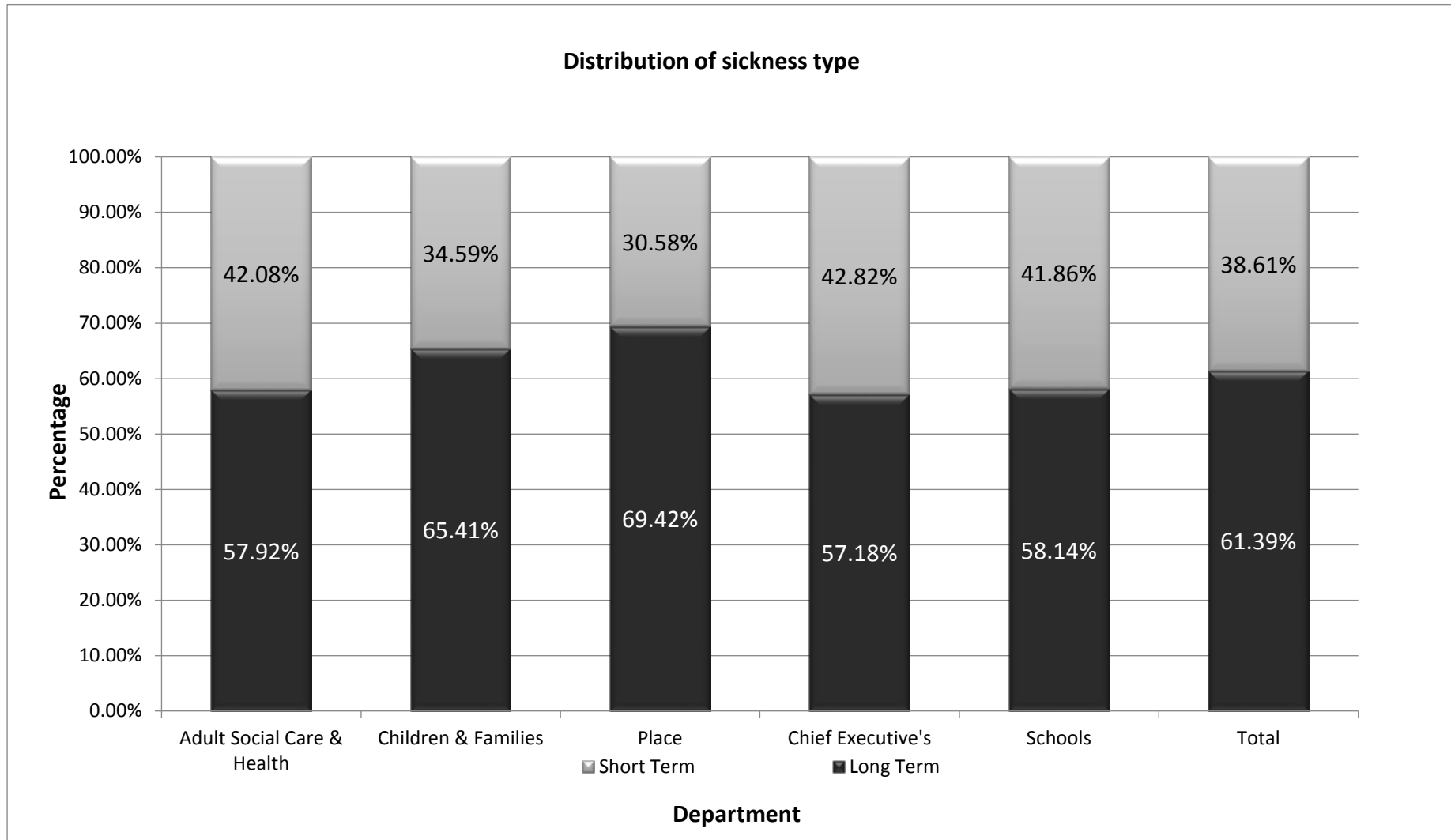
	(A) April 2018 to March 2019	(B) July 2018 to June 2019	(C) October 2018 to September 2019	(D) January 2019 to December 2019
Adult Social Care, Health	11.70	12.11	12.46	12.80
Children and Families	10.28	10.88	10.80	10.79
Place	9.33	9.36	9.66	9.65
Chief Executive's	8.30	8.81	9.59	10.09
NCC Schools	6.86	6.85	6.88	6.78
Authority	8.52	8.72	8.91	8.97

Appendix B

	Back Problems	Cold/Flu/ Sore Throat	Headache/ Migraine	Heart/ Circulation	Infection	Muscular/ Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/ Digestion	Stress/ Depression	Terminal Illness	Not assigned
ASCH & Public Protection	5.44%	8.61%	2.18%	1.43%	4.24%	12.57%	15.84%	9.99%	1.70%	2.18%	0.07%	6.96%	25.90%	0.01%	2.87%
Children and Families	2.75%	8.63%	1.73%	2.08%	2.41%	11.55%	9.61%	16.66%	1.89%	3.04%	0.25%	6.91%	31.05%	0.00%	1.45%
Place	5.97%	5.72%	1.26%	1.62%	3.20%	24.32%	12.45%	10.25%	0.29%	5.33%	0.27%	8.07%	19.46%	0.39%	1.41%
Chief Executive's	1.75%	12.35%	4.82%	1.41%	2.29%	7.93%	14.81%	10.22%	1.16%	2.89%	0.00%	8.76%	30.92%	0.00%	0.70%
Schools	4.20%	11.08%	2.21%	1.49%	4.37%	8.93%	13.84%	16.51%	1.26%	3.49%	0.07%	9.37%	22.82%	0.36%	0.00%

Totals	4.21%	9.50%	2.29%	1.58%	3.61%	12.32%	13.50%	13.43%	1.30%	3.34%	0.12%	8.19%	25.26%	0.19%	1.15%
---------------	--------------	--------------	--------------	--------------	--------------	---------------	---------------	---------------	--------------	--------------	--------------	--------------	---------------	--------------	--------------

Appendix C: Long and Short Term Sickness



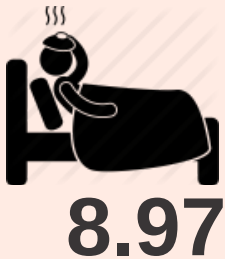


Employee wellbeing and sickness absence performance Q3 2019 - 2020

Corporate performance January 2019 - December 2019

61.4%

Long term absence



38.6%

Short term absence



7 days

NCC Target

CiPFA average

8.6 days



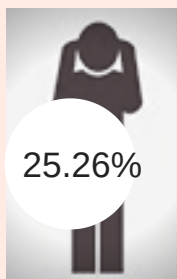
0.06 day increase over the
previous quarter



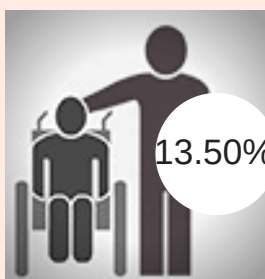
FTE days on average
per employee per
annum
(Including schools)

Sickness absence

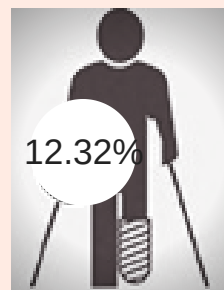
The most common top four causes and trend indicators



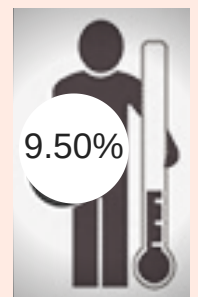
Stress



Op/Post Op
Recovery



Muscular/
Skeletal



Cold/Flu/
Sore Throat



Main cause for absence
by dept.

STRESS:



C Exec



CFCS



ASCH

Page 19 of 40

Muscular/
Skeletal



Place

11 March 2020
Agenda Item: 5

REPORT OF THE SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES

THE BUSINESS SUPPORT REVIEW PROGRAMME

Purpose of the Report

1. To seek approval for the revised Business Support Service structure (see Appendix A) which will come into effect from 1 April 2020 and to deliver previously committed savings as set out within the medium-term financial strategy.

Information

2. The Business Support Review is an established ongoing programme of efficiency which seeks to review and re-design processes and develop new operating models for service support within a modern organisation.

Savings

3. Legacy and further committed savings can be found in the following table:

Opening Budget;	£11,107,237.00	
Financial Year	FTE	Savings
2013/14	548	
2014/15	475	£911,000 Savings Delivered
2015/16	440	£895,000 Savings Delivered
2016/17	435	£534,000 Savings Delivered
2017/18	434.5	£508,000 Savings Delivered
2018/19	406	£715,000 Savings Delivered
2019/20	396.5	£300,000 Savings Delivered
2020/21	405.11	£221,000 Savings subject of this Report
2021/22		£97,000 to be Delivered

*it should be noted that 2016/17 and 2017/18 net staffing numbers remained broadly the same, due to the assimilation of Public Health and Corporate Leadership Business Support teams into the wider Business Support Service

* from 2019/20 3 Business Systems Support Officer posts transitioned over from the Smarter Working team to business support

* from 2019/20 we also inherited staff from Derbyshire, Derby City and Nottingham City in respect of the Regional Adoption Agency.

Overall savings from the Business Support Service, delivered by the end of 2021 will be £4.181m.

Reviewing the way in which Business Support is delivered

4. We have continued throughout the life of the programme, to liaise with operational colleagues via senior and divisional leadership forums where we discuss, identify requirements and revise business support arrangements.
5. We have also continued to engage and negotiate at a local level, bespoke Service Level Agreements which has enabled front line practitioners to have a direct influence over how their support is prioritised, providing the opportunity to meet individual and service needs.
6. We continue to work collaboratively with our colleagues within Children's Social Care and have been proactively and positively engaged within the Remodelling Social Work Practice Project Board and the move toward strength-based practice.
7. Likewise, we are working alongside the Adults Leadership Team as they deliver and embed their revised structure.
8. Through the Investing in Nottinghamshire programme and in collaboration with our customers, we have where possible, co-located Business Support staff into 'Hubs' within our major office sites, a model of working which provides cross skilling opportunities for our workforce, allows us to support the provision of apprenticeship opportunities and ensures business continuity.
9. Changes in operational support requirements and new ways of working provides an opportunity for the provision of elements of business support to be delivered at 'arms-length'. Whilst recognising that 'one size does not fit all' there are significant areas of commonality across services in terms of their support needs i.e. procurement, data input and transactional activity which we have consolidated.
10. These revised ways of working reflect the changing nature of business support, which is no longer about the provision of routine administrative assistance but has become about the provision of more technical and specialist support, linked to the needs of the services.

Supporting the Digital Strategy

11. We continue to use our Business Systems Support Officers (BSSO) to assist front line colleagues to maximise the functionality of new technologies and are actively engaged in supporting the Council's direction of travel through the new Digital Strategy.
12. We have for this reason sought CLT support to retain the 3 additional BSSO posts originally created to support the Smarter Working Programme, particularly as our BSSO's are crucial in supporting front line workers to maximise the capabilities and effectiveness of the Office 365 suite of products.

The Meeting Support Service Hub Project

13. We have continued to review the way in which we support meetings across the Authority with a view to moving away from the reliance or expectation that an administrator will attend to take arising actions or in some cases more comprehensive minutes.
14. In collaboration with the Independent Chair Service we have expanded the range of meetings that we digitally support for Child Protection.
15. This gradual transition toward greater self-sufficiency has enabled the service to review and reduce the number of administrators dedicated to this area of work, it has also ensured that we are more compliant regarding issues such as data protection.

Summary

16. The savings identified within this report, deliverable as a result of the Council's continual review of business support activity, can be achieved by using vacant posts held proactively throughout the year as they have arisen and without the need for voluntary or compulsory redundancy.
17. Business support staff have been consulted regarding the revised structure appended to this report and there have been no concerns or comments received.

Other Options Considered

18. No other options have been considered.

Reasons for Recommendation

19. To update Members regarding the progress of the Business Support Review and particularly, delivery of the required efficiency savings as committed within the MTFS.

Statutory and Policy Implications

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

Data Protection and Information Governance

21. The report contains no personally identifiable information and as such there are no GDPR implications.

Financial Implications

22. As set out within the table at paragraph 3 and within the HR implications below, the deletion of 9.1 vacant posts will enable the service to deliver the required savings of £221,000 by 1 April 2020.
23. The service is currently forecasting an underspend of £280k in 2019/20. This underspend relates to savings associated with holding vacancies in anticipation of the above budgetary savings commitment being deducted from our base budget from 1 April 2020 onwards.

Human Resources Implications

24. The net impact of the efficiency measures described are illustrated within the table in paragraph 3 of the report and above. More specifically actual post reductions are as follows;

Post Reduction Summary

Business Support Officer Grade 5	0.4
Business Support Assistant Grade 4	2.0
Business Support Assistant Grade 3	4.7
Business Support Assistant Grade 2	2.0
Total	9.1

As set out above, post reductions can be achieved through the deletion of vacancies. Work has been re-engineered and new technology has been utilised to ensure that there is no detrimental impact for front-line colleagues.

RECOMMENDATION

- 1) That Members approve the revised Business Support Structure as set out in Appendix A.

Marjorie Toward

Service Director – Customers, Governance and Employees
Chief Executives Department

For any enquiries about this report please contact:

Julie Forster, Group Manager, Business Support, on 0115 9772302 or julie.forster@nottscc.gov.uk

Constitutional Comments (KK 17/02/20)

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

Financial Comments (RWK 20/02/20)

26. The report sets out proposals to save £221,000 in the Business Support service in 2020/21. This saving has been included in the development of the 2020/21 revenue budget.

HR Comments (JP 20/02/20)

27. Consultation has taken place with business support staff and with the recognised Trade Unions.
28. Trade Union colleagues note that to date, savings made by the business support service have been achieved through effective vacancy management and are keen to see this approach continue.

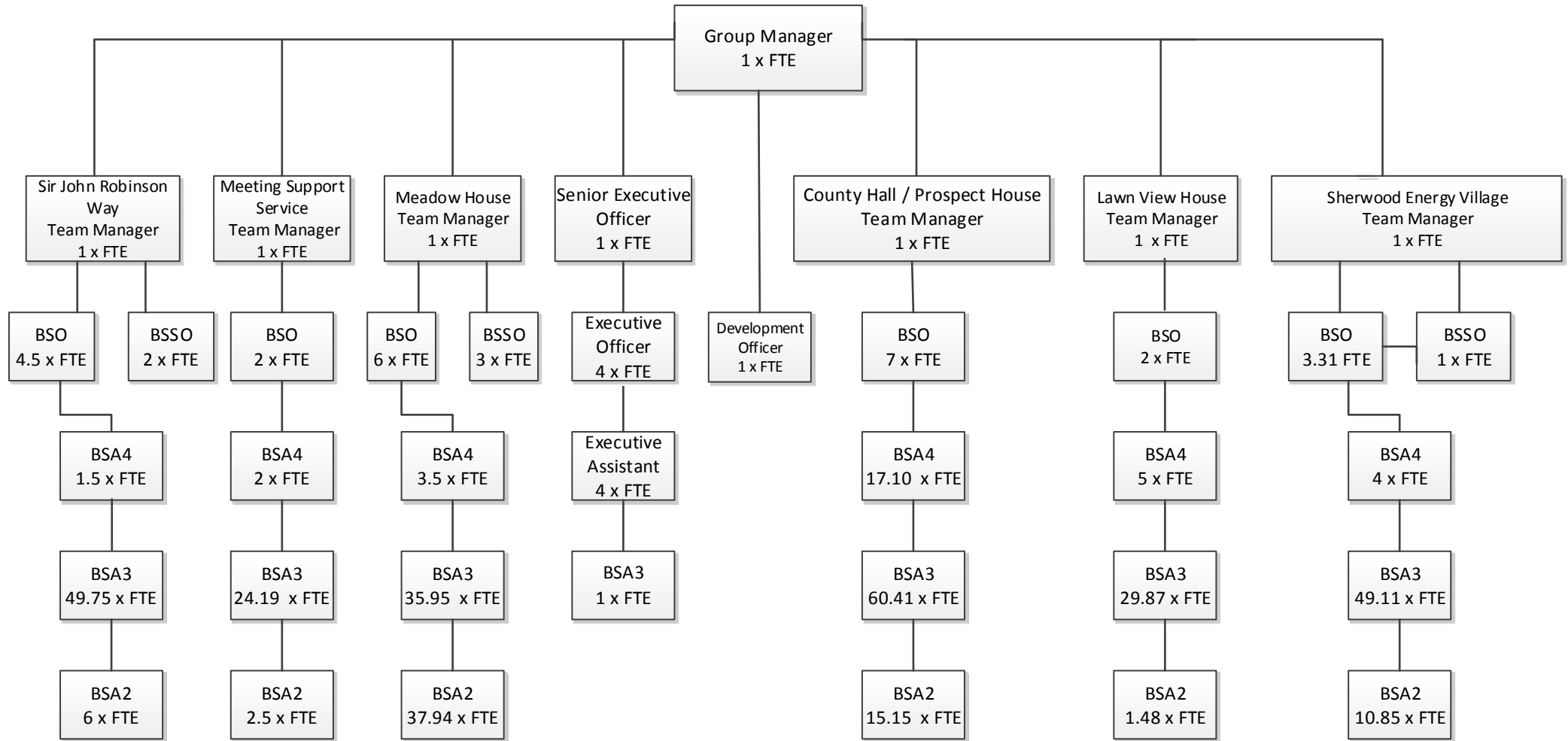
Background Papers and Published Documents

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 Division(s) and Member(s) Affected

- All



**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND
EMPLOYEES****ISO 45001 – UPDATE ON PROGRESS****Purpose of the Report**

1. The purpose of this report is to update Members on Council's progress to date and future actions on the journey to attaining ISO 45001 accreditation.

Background to implementation

2. Members will be aware from previous reports of the Council's intention to achieve accreditation to the health and safety management standard ISO 45001.
3. The Council had its strategic review assessment in June 2019 reviewing compliance to BS:18001 over the last three years and was successful in achieving recertification until March 2021, the end date for BS:8001 after which certification is no longer valid.
4. It was agreed that until March 2021, all future continuing assessment visits would audit against both the BS:18001 standard and the Council's ability to demonstrate alignment to ISO 45001.

Action to date to achieving ISO45001

5. In October 2019 BSI undertook an assessment of the Council's preparedness and commitment to migrate to 45001. The outcome was positive and established future assessment criteria and dates to achieve certification by March 2021.
6. All Council services and departments are now to be in scope, however Adult Social Care will only be audited once accreditation is achieved for the rest of the Council.
7. Key changes under ISO 45001 place a greater emphasis on the development of safety culture and integration of safety management into day to day business at all levels including contracted work and outsourced services. The standard also reflects requirements in the Management of Health and Safety at Work Regulations to demonstrate safety leadership through enhanced staff engagement under a new section leadership and worker participation in support improving safety culture.

8. In January 2020 a joint 18001/45001 continuing assessment visit (CAV) looked at the context of the organisation with a focus on consultation, participation, procurement, communication and leadership and demonstrated positive alignment to 45001.
9. The audit sampled compliance in three departments, Chief Executives, Place and Children's services as well as corporate governance and safety management arrangements.
10. The audit assessment demonstrated that the operational Health and Safety management system appeared to remain effectively implemented and capable of meeting customer, legal and other requirements. The Management system was seen to show a continuation from previous assessments and to support organisational changes including implementation of ISO 45001.
11. Staff spoken to during the audit, demonstrated a very positive approach to health and safety, and identified the benefits that would be achieved through the process of migrating to the new standard.
12. The overall outcome of the first assessment was that:
 - i. Areas sampled evidenced to be effective;
 - ii. Migration checklist evidenced to be at 37% completion towards achieving accreditation; and
 - iii. Only three minor non-conformities were raised as part of this assessment.
13. The next continuing assessment visit is scheduled for June 2020.
14. A full verbal update will be presented in more detail at March Personnel Committee.

Other Options Considered

15. This is an update paper and as such, no other options have been considered.

Statutory and Policy Implications

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

Data Protection and Information Governance

17. There are no implications arising directly from this report as no individual or personal data or information is used.

Financial Implications

18. The projected annual cost for implementing and maintaining ISO 45001 is £9000 for the planned continuing assessment visits, this shows a saving of around £14,500. Additional

costs may be incurred for non-conformity closure visits. This demonstrates a saving from period 2018 – 2019 where the overall fee was £23,500.

Human Resources Implications

19. The Council has an ongoing commitment to managing Health and Safety. Communication and consultation are key requirements of the Health and Safety Management System.

RECOMMENDATION

It is recommended that Members:

- 1) Consider the contents of this report and agree to receive a further update after the next implementation continuing assessment visit.

Marjorie Toward
Service Director - Customers, Governance and Employees
Chief Executives Department

For any enquiries about this report please contact:

John Nilan, Team Manager – Health & Safety john.nilan@nottsccl.gov.uk or 0115 8040380

Constitutional Comments (SS 24/02/20)

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

Financial Comments (RWK 24/02/20)

21. The cost of implementing and maintaining ISO 45001 is estimated at £9,000 per annum. Additional costs may be incurred for non-conformity closure visits. This demonstrates a saving from period 18-19 where the overall fee was £23,500.

22. This cost will be met from within the existing budget allocation for the Personnel Committee.

HR Comments (JP 26/02/20)

23. Any HR implications are contained in the body of 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 Division(s) and Member(s) Affected

- All

REPORT OF THE SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES

CUSTOMER SERVICE – UK SATISFACTION INDEX

Purpose of the Report

1. To update members on the results of the independent review of Nottinghamshire residents by the Institute of Customer Services and the level of customer satisfaction with the service provided by the Customer Service Centre and how this compares with other public and private sector organisations taking part.

Information and Advice

2. The Customer Service Centre was opened in September 2007. Originally it dealt with inquiries for a small number of council services, the largest being Highways and Adult Social Care. A plan was then put in place to add more services over time, centralising the front door of Nottinghamshire County Council to improve satisfaction levels and ease of access to services, enable back office savings and improve first contact resolution rates.
3. Since that time additional services have been moved with a centralised approach to all enquiry handling via the Customer Service Centre front door. The centre now manages in excess of 600,000 enquiries per annum for over 400 NCC services including Social Care, Highways, Waste, Blue Badges, Social Care payments, Travel and Transport, Registration, School enquiries and, more recently, flood enquiries and hardship claims.
4. Since opening there has been an ongoing efficiency and change programme working closely with front line services that has provided resource capacity for the Customer Services Centre to take on more services and more complex work. 78% of all adult social care enquires are now resolved at the first point of contact within the customer services team. This enables Adult Social Care staff to focus on more complex work.
5. This programme of work has resulted in an increase of over 240% in terms of enquiry volumes against a backdrop of a 48% reduction in the Customer Service budget. Although budgets have reduced and volumes have increased, the department is still performing to a consistently high level in terms of customer satisfaction.
6. The Institute of Customer Service undertakes the UK's largest independent cross-sector (public and private sector) benchmarking study of customer satisfaction. It covers:

- Over 10,000 customers providing over 45,000 responses
 - 13 business sectors covering both private and public sectors
 - 26 metrics are used to measure customer experience
 - Questions are also asked about the channel used and the satisfaction across each complaint handling (if appropriate or applicable to customers surveyed).
7. Information from the study is used by the Institute to create the UK Customer Satisfaction Index (UKCSI). In this year's review Nottinghamshire County Council's Customer Service Centre was given a score of **87.1 out of 100**.

Customer Service Performance

8.

Budget and Enquiry Volumes		
Financial Year	2009 / 2010	2019/20
Budget	£5.63m	£2.91m
Enquiry Volumes	256,848	612,339
UK Customer Service Index 2019 – Results		
UKCSI Category	Average/Range - all organisations taking part	NCC score
Overall Satisfaction rating	77.7	87.1%
Helpfulness of staff	66-87%	89%
Competence of staff	66-87%	89%
Speed of response	62-84%	85%
Preferred channel is available	69-85%	86%
Cares about the customer	61-84%	86%
Net Promoter Score	22.4	67
Customer Effort	5.0	2.8

Note:

Net Promoter Score (NPS) = The percentage of customers who are likely to promote the services provided by NCC

A higher score signifies there is greater satisfaction and a higher likelihood of promotion

Customer Effort = The amount of effort it took to complete an enquiry or request (1-10 scale). A low score is good and signifies less effort required on the part of the customer

Scores

9. Overall the scores for the County Council were very positive including:
- NCC had the highest Net Promoter Score of all organisations taking part across the local public and private sector (overall average 22.4 against an NCC score of 67).

- NCC scored over 10 points higher than the average across all sectors in the UK.
 - NCC was the highest scoring public sector organisation – scoring a full 12.6 points higher than the overall averages across the public sector.
 - NCC scored higher than the all sector average and local public services average in relation to:
 - Customer experience
 - Customer ethos
 - Ethics
 - Emotional connection with customers
 - In the following areas NCC scored 2 points higher than the highest average of some large high-profile commercial organisations (including John Lewis and First Direct), these were:
 - Helpfulness of staff
 - Staff competence
 - Customer care
10. There were a small number of areas that have been highlighted as areas that need further work. These include overall price/cost and billing for services. Work is ongoing with services in relation to these issues. The only area where the County Council did not outscore other providers was in relation to the handling of complaints - where there is no score recorded for the Council. This is because of all the people surveyed by the Institute none had made a complaint.

Other Options Considered

11. No other options were considered.

Reasons for Recommendation

12. To inform members about the performance and customer satisfaction levels of the service provided by the Customer Service team.

Statutory and Policy Implications

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

Data Protection and Information Governance

14. There are no implications arising directly from the contents of this report. All responses and data used in the review is anonymised.

Financial Implications

15. There are no financial implications arising directly from the contents of the report.

Human Resources Implications

16. Recognising and celebrating good performance is a key part of the Council's approach to employee engagement.

Implications for Service Users

17. Feedback from customers and service users in relation to the enquiry handling provided by the Customer Service Centre has resulted in an 87% satisfaction rating by the people using its services. This reflects how professional, friendly and helpful staff are; whether inquiries were resolved at first point of contact and improved outcomes for service users. This feedback and work on the areas for development will be used to continue to improve the service provided to our customers.

RECOMMENDATION

- 1) That members congratulate the Customer Services Centre on the high levels of customer service and customer satisfaction in the UK Customer Satisfaction Index and agree to this being communicated internally and externally.

Marjorie Toward

**Service Director – Customers, Governance and Employees
Chief Executives Department**

For any enquiries about this report please contact:

Marie Rowney, Group Manager marie.rowney@nottsgov.uk

Constitutional Comments (SS 25/02/20)

18. Personnel Committee is the correct Committee to report these results to.

Financial Comments (SES 25/02/20)

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

HR Comments (JP 26/02/20)

20. The HR implications are noted at paragraph 15 in respect of employee engagement and recognising good performance.

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.

- Full UK Customer Satisfaction Index (UKCSI) results

Electoral Division(s) and Member(s) Affected

- All

**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND
EMPLOYEES****WORK PROGRAMME****Purpose of the Report**

1. To consider the Committee's work programme for 2020/21.

Information

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 crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment 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

- 1) That the Committee considers whether any amendments are required to the Work Programme.

Marjorie Toward
Service Director – Customers, Governance and Employees

For any enquiries about this report please contact:
Sarah Ashton, Democratic Services Officer, Tel: 0115 977 3962

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 (NS)

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

Background Papers

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 Division(s) and Member(s) Affected

- All

Personnel Committee Work Programme

Title	Brief Summary of Agenda Item	Lead Officer	Report Author
06 May 2020			
Apprenticeship Levy – Update	Update on progress	Marje Toward	Helen Richardson
Health and Safety Six Monthly Update	Annual performance and action plan	Marje Toward	John Nilan
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 4 - 2019/20)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
Nottinghamshire - County Council Corporate Equalities Action Plan	Update on Action Plan	Marje Toward	Gill Elder
Disability Leader Accreditation – Update	Update on progress	Marje Toward	Gill Elder
Race at Work Charter	Update on progress	Marje Toward	Gill Elder
08 July 2020			
Workforce Profile Information 2020	Annual report on workforce profile information	Marje Toward	Gill Elder
Workforce Plan	Annual update report	Marje Toward	Gill Elder
People Strategy	Annual update report	Marje Toward	Gill Elder
16 September 2020			
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 1 - 2020/21)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder

18 November 2020			
Progress report for the Council's Graduate Development Programme	Update on progress	Marje Toward	Helen Richardson
Update on attendance at Careers Outreach Events	Update on progress	Marje Toward	Helen Richardson
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 2 - 2020/21)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
Health and Safety Six Monthly Update	Annual performance and action plan	Marje Toward	John Nilan
20 January 2021			
Gender Pay Gap – Update	Statutory publication of annual information	Marje Toward	Gill Elder
10 March 2021			
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 3 - 2020/21)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
21 April 2021			
To be confirmed			
30 June 2021			
To be confirmed			